

Personnel—General

The New Manning System—COHORT Unit Replacement System

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SUMMARY of CHANGE

AR 600-83

The New Manning System—COHORT Unit Replacement System

This new regulation--

- o Defines responsibilities of staff agencies and commands regarding the COHORT Unit Replacement System (chap 1).
- o Establishes policy and procedures for management of the COHORT Unit Replacement System, a subsystem of the New Manning System (chap 2).
- o Provides an overview of the system and its implementation methodology (chap 2).
- o Discusses the different COHORT unit models (chaps 3, 4, and 5).
- o Explains personnel management , training, readiness, logistics and housing, and family support planning relative to the COHORT Unit Replacement System (chaps 4, 6, 7, 8, and 9).

Effective 26 November 1986

Personnel—General

The New Manning System—COHORT Unit Replacement System

By Order of the Secretary of the Army:

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History. This UPDATE printing publishes a new regulation that is effective 26 November 1986.

Summary. This regulation provides policy guidance on the peacetime procedures involved in the transition from an Individual Replacement System to a Unit Replacement System. It also describes the responsibilities of the Army Staff and installation commanders with regard to the Unit Replacement System. Policy guidance for the Regimental System is not

contained in this regulation but is published in a separate regulation. Subsequent editions of this regulation will contain updates of policies as they are affected by the expanded implementation of the New Manning System.

Applicability. This regulation applies to the Active Army. It does not apply to the Army National Guard (ARNG) or the U. S. Army Reserve (USAR). In the future, the New Manning System may be expanded to apply to the ARNG and USAR.

Proponent and exception authority. The proponent of this regulation is the Deputy Chief of Staff for Personnel.

Army management control process. This regulation is not subject to the requirements of AR 11–2. It does not contain internal control provisions.

Supplementation. Supplementation of this regulation and establishment of forms other than DA forms are prohibited unless prior approval is obtained from HQDA (OCSPER), ATTN: DAPE-MPU, WASH, DC 20310–0300.

Interim changes. Interim changes to this regulation are not official unless they

are authenticated by The Adjutant General. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

Suggested Improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQDA (OCSPER), DAPE-MPU, WASH, DC 20310–0300.

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Contents (Listed by paragraph and page number)

Chapter 1

Introduction, page 1

Purpose • 1–1, page 1

References • 1–2, page 1

Explanation of abbreviations and terms • 1–3, page 1

Responsibilities • 1–4, page 1

Chapter 2

New Manning System Overview, page 3

Rationale for the New Manning System • 2–1, page 3

New Manning System concept • 2–2, page 3

COHORT Unit Replacement System • 2–3, page 4

Implementation methodology • 2–4, page 5

Field evaluation • 2–5, page 5

*This regulation supersedes DA Circular 600–82–2, 15 March 1984.

Contents—Continued

Chapter 3

Deploying COHORT Unit Replacement System, page 6

General • 3-1, *page 6*

COHORT unit designation and structure • 3-2, *page 6*

Initial term accession • 3-3, *page 6*

Initial entry training (IET) • 3-4, *page 7*

Unit formation, maintenance, and deployment • 3-5, *page 7*

OCONUS deployment • 3-6, *page 10*

Personnel sustainment • 3-7, *page 11*

Disestablishment of deployed COHORT companies/batteries and battalions upon completion of their 3-year life cycle • 3-8, *page 13*

Chapter 4

Rotating COHORT Battalion Unit Movement System, page 13

General • 4-1, *page 13*

Accession policy • 4-2, *page 13*

Personnel management policies and procedures • 4-3, *page 14*

Chapter 5

Nondeploying and Nonrotating COHORT Unit Replacement System, page 18

General • 5-1, *page 18*

Development of nondeploying and nonrotating COHORT units • 5-2, *page 18*

Nondeploying COHORT units • 5-3, *page 18*

OCONUS nondeploying midterm gain/loss actions • 5-4, *page 18*

Disestablishment (completion of unit life cycle) • 5-5, *page 18*

Chapter 6

Training, page 19

General • 6-1, *page 19*

Concept • 6-2, *page 19*

COHORT package formation/sustainment • 6-3, *page 19*

COHORT training • 6-4, *page 20*

Chapter 7

Readiness, page 21

General • 7-1, *page 21*

COHORT unit readiness • 7-2, *page 21*

Readiness reporting • 7-3, *page 22*

Nuclear qualification • 7-4, *page 22*

Chapter 8

Logistics and Housing, page 23

General • 8-1, *page 23*

Introduction • 8-2, *page 23*

Transportation support • 8-3, *page 23*

Equipment transfer • 8-4, *page 23*

Deployment related support requirements • 8-5, *page 24*

Supply actions in support of rotating COHORT battalions • 8-6, *page 24*

Housing support • 8-7, *page 24*

Chapter 9

Family Support Planning, page 25

General • 9-1, *page 25*

New Manning System support plan • 9-2, *page 25*

Responsibilities • 9-3, *page 25*

Contents—Continued

Family support procedures • 9–4, *page 26*

Appendixes

- A. References, *page 28*
- B. Family Support Planning Procedures, *page 31*
- C. Schedules of Critical Events, *page 35*
- D. Standardized Strength Profile for COHORT Units, *page 43*
- E. Installation Selection of COHORT NCO Cadre, *page 45*
- F. COHORT Reenlistment, *page 47*
- G. Stabilization, *page 50*
- H. Personnel Movement Directive, *page 55*
- I. Accelerated Advancement to E4 for COHORT Units, *page 57*
- J. Accelerated Advancement to E3 for COHORT Units, *page 58*
- K. Accelerated Advancement to E2 for COHORT Units, *page 59*
- L. Unit Movement Directive, *page 60*
- M. Request for Unit Move Approval, *page 61*
- N. International Transportation Planning for Deployment, *page 62*

Table List

- Table C–1: Schedule of critical events for COHORT Company and Battery Unit Replacement Model (Long Tour), *page 35*
- Table C–2: Schedule of critical events for COHORT Company, Battery, and Battalion Unit Replacement Model (Short Tour), *page 36*
- Table C–3: Schedule of critical events for COHORT Battalion Rotation Model (Long Tour), *page 37*
- Table C–4: Schedule of critical events for COHORT Nondeploying, Company/Battery, and Battalion Unit Replacement Model (CONUS and OCONUS), *page 39*
- Table D–1: Standardized strength profile for COHORT units, *page 43*
- Table E–2: NCO cadre substitution guidelines, *page 45*
- Table E–1: Individual selection consideration, *page 46*
- Table F–1: Designated COHORT rotating battalions, *page 48*
- Table G–1: COHORT periods of stabilization, *page 50*

Figure List

- Figure 6–1: Training Phases – Cohort Unit Replacement Model (OCONUS Long Tour – 18/18), *page 26*
- Figure 6–2: Training Phases – Cohort Unit Replacement Model (OCONUS Short Tour – 24/12), *page 26*
- Figure 6–3: Training Phases – Battalion Rotation Model (CONUS/OCONUS 36/36), *page 27*
- Figure 6–4: Training Phases – Cohort Unit Replacement Model (CONUS and OCONUS – 36 Month Cycle Non-Deployers), *page 27*
- Figure C–1: COHORT Company and Battery Unit Replacement Model (Long Tour), *page 41*
- Figure C–2: COHORT Company, Battery, and Battalion Unit Replacement Model (Short Tour), *page 41*
- Figure C–3: COHORT Battalion Rotation Model (Long Tour), *page 42*
- Figure C–4: COHORT Nondeploying Company, Battery, and Battalion Unit Replacement Model (CONUS and OCONUS), *page 42*
- Figure H–1: Format for personnel movement directive, *page 55*
- Figure H–1: Format for personnel movement directive—Continued, *page 56*
- Figure I–1: Sample format—work sheet for computation of COHORT E4 advancement, *page 57*
- Figure J–1: Sample format—work sheet for computation of COHORT E3 advancements, *page 58*
- Figure K–1: Sample format—work sheet for computation of COHORT E2 advancements, *page 59*

Contents—Continued

Figure L-1: Format for a unit movement directive, *page 60*

Figure M-1: Format for a request for unit move approval, *page 61*

Figure N-1: Format for port call message, *page 64*

Figure N-1: Format for port call message—Continued, *page 65*

Glossary

Chapter 1 Introduction

1-1. Purpose

This regulation provides an overview of the development of the New Manning System (NMS) and disseminates Army policy guidance applicable to units and soldiers managed under the NMS. It prescribes the personnel management techniques, programs, policies, and functions necessary to implement the peacetime Unit Replacement Subsystem of the NMS. It is to be used in conjunction with other personnel-oriented Army regulations, circulars, and pamphlets.

1-2. References

Required and related publications and referenced forms are listed in appendix A.

1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary.

1-4. Responsibilities

a. Deputy Chief of Staff for Personnel (DCSPER). The DCSPER will—

(1) Be responsible for the overall transition of the U.S. Army to the NMS concept. The DCSPER will develop and articulate the NMS concept and the overall methodology and approach for transition of the Army to the NMS. Since this mission is a nontraditional one which crosses all functional lines and requires a multidisciplined cell to orchestrate the early stages of transition, the DCSPER will use New Manning System Division (NMSD), Directorate of Military Personnel Management (DMPM), Office of the Deputy Chief of Staff for Personnel (ODCSPER), in that capacity. The responsibilities of the DCSPER as they relate to the NMS charter are distinct and separate from the normal DCSPER functions. Accordingly, issues and actions impacting on the NMS must be coordinated with the NMSD, DMPM, ODCSPER, in addition to the proponent DCSPER activity. DCSPER responsibilities specific to the NMSD (DAPE-MPU), DMPM, ODCSPER are so identified.

(2) Control the schedule and pace for the implementation of the NMS (DAPE-MPU).

(3) Act as the catalyst to initiate actions necessary to resolve implementation issues (DAPE-MPU).

(4) Direct the overall conduct of a field evaluation to determine the manageability and acceptability of the New Manning System (DAPE-MPU).

(5) Conduct or direct all analytical efforts to determine the affordability and sustainability of the New Manning System (DAPE-MPU).

(6) Develop an automated capability to manage the Army-wide transition to the NMS. The DCSPER will also ensure compatibility of the COHORT (Cohesion, Operational Readiness Training) system with force modernization, Army of Excellence initiatives, modification table of organization and equipment (MTOE) standardization, and any other major force structure initiatives (DAPE-MPU).

(7) During the field evaluation period, plan and execute the COHORT unit movement program, to include rotation of COHORT battalions between continental United States (CONUS) and outside continental United States (OCONUS) locations (DAPE-MPU).

(8) Review input to all NMS related policy changes to ensure consistency and soundness (DAPE-MPU).

(9) Ensure formulation, management, and evaluation of manpower and personnel policies, plans, and programs necessary to implement the NMS (DAPE-MPU).

(10) Manage the pace of implementation of NMS to accommodate the seasonality of accessions so as to aggregate training requirements at military occupational skill (MOS) level of detail to facilitate unit recruiting. The DCSPER will evaluate enlistment and reenlistment options necessary to provide initial flow to NMS units (DAPE-MPU/DAPE-MPA).

(11) Develop distribution guidance to provide acceptable levels of manpower allocations and personnel manning for COHORT units (DAPE-MPU/DAPE-MPD).

(12) Develop, update, and implement necessary procedures to discipline and institutionalize NMS policies (DAPE-MPU).

(13) Coordinate the civilian personnel management program with the planning and implementation of the NMS (DAPE-CP).

(14) Evaluate the ability of current unaccompanied personnel and family housing policies to support unit movement methods and develop new policies and procedures as required (DAPE-HRP/DAPE-MPU).

(15) Develop a concept for application of NMS to mobilization and wartime sustainment (DAPE-MPU/DAPE-PSJ).

b. Deputy Chief of Staff for Operations and Plans (DCSOPS). The DCSOPS will—

(1) Evaluate readiness impacts of the NMS to ensure minimal degradation of unit readiness during transition. The DCSOPS will also review the Unit Status Reporting System and modify it as required to measure stability as a factor of unit readiness (DAMO-ODR).

(2) Review Army training policy, procedures, and doctrine to ensure compatibility with the NMS (DAMO-TR).

- (3) Identify and change policies for which the DCSOPS is the proponent to conform to the concept of implementing the NMS described in this regulation.
- c. Deputy Chief of Staff for Logistics (DCSLOG).* The DCSLOG will—
- (1) Evaluate and revise, if necessary, property and materiel accountability transfer policies and procedures to accommodate the routine turnover of organizational and installation property materiel of deploying units (DALO–PLO).
- (2) Align policies and procedures to provide continuity of equipment and troop support during transfer/turnover periods (DALO–PLO).
- (3) Based on deployment/movement plans and schedules, develop policies which best support the quality of life needs of soldiers and families. Group shipments of soldiers, families, household goods, privately owned vehicles (POVs), and pets as part of the deployment of COHORT of units will be included (DALO–TSP–P5).
- (4) Identify and change policies for which the DCSLOG is the proponent to conform to the concept of implementing the NMS described in this regulation.
- d. Comptroller of the Army (COA).* The COA will—
- (1) Review existing systems to ensure pay procedures support unit movement concepts.
- (2) Ensure that NMS initiatives in the Army budget can be fully executed from movement and equipment perspectives within specific time periods.
- (3) Provide support to Army Staff agencies for development of cost analyses associated with NMS initiatives.
- (4) Identify and change policies for which the COA is the proponent to conform to the concept of implementing the NMS described in this regulation.
- e. The Judge Advocate General (TJAG).* TJAG will—
- (1) When required, examine legal ramifications of NMS changes.
- (2) Assess impact of the NMS on Judge Advocate General Corps Officers.
- (3) Identify and change policies for which TJAG is the proponent to conform to the concept of implementing the NMS described in this regulation.
- f. Chief of Public Affairs (CPA).* The CPA will—
- (1) Develop and disseminate public affairs guidance and identify internal media channels for dissemination of NMS information.
- (2) Coordinate release of NMS information to external media as appropriate.
- (3) Develop and implement Public Affairs/Information plan.
- (4) Identify and change policies for which the CPA is the proponent to conform to the concept of implementing the NMS described in this regulation.
- g. Chief of Legislative Liaison (CLL).* The CLL will—
- (1) Keep Congress (House and Senate Armed Service Committees) informed on NMS development and implementation.
- (2) Evaluate relevant congressional testimony pertaining to congressional views and implications concerning the NMS.
- (3) Identify and change policies for which the CLL is the proponent to conform to the concept of implementing the NMS described in this regulation.
- h. The Adjutant General (TAG).* TAG will Review existing postal and administrative support systems to ensure procedures support unit movement concepts.
- i. Commander, U.S. Army Community and Family Support Center (CDR, USACFSC).* The Commander will—
- (1) Ensure that morale, welfare, and recreation activities, to include education centers, revise procedures as necessary to support NMS concepts.
- (2) Develop and coordinate NMS family support planning.
- (3) Ensure Army Community Service (ACS) centers develop procedures to directly support COHORT units, soldiers, and families.
- (4) Identify and change policies for which the Commander, USACFSC is the proponent to conform to the concept of implementing the NMS described in this regulation.
- j. The Chief of Engineers (COE).* The COE will—
- (1) Provide information on and coordinate facilities planning (CONUS and OCONUS) in support of unit replacement scheduling.
- (2) Assist in development of unit replacement family housing policies and procedures.
- (3) Develop procedures for the routine turnover and transfer of real property to support unit replacement.
- (4) Identify and change policies for which the COE is the proponent to conform to the concept of implementing the NMS described in this regulation.
- k. Commanding General, U.S. Army Training and Doctrine Command (CG, TRADOC).* The TRADOC will—
- (1) Conduct a field evaluation in coordination with the DCSPER (NMSD) to assess the impacts, manageability, and

acceptability of the NMS, to include a comparison of COHORT and non-COHORT units. The commander will also provide DCSPER with recommendations for policy changes which are required to facilitate the transition to Army-wide implementation of the NMS.

- (2) Develop and implement changes to current Army training doctrine or procedures necessary to support the NMS.
- (3) Identify and change policies for which the Commander, TRADOC is the proponent to conform to the concept of implementing the NMS described in this regulation.
- (4) Ensure the inclusion of appropriate blocks of instruction on NMS in all service school curriculums.
 - l. Commanders of major Army commands (MACOMs). MACOM commanders will—*
 - (1) Implement the NMS as developed by The Army Staff.
 - (2) Plan and program essential facilities to support the NMS.
 - (3) Identify and change policies for which they are the proponent to conform to the concept of implementing the NMS described in this regulation.

Chapter 2

New Manning System Overview

2-1. Rationale for the New Manning System

a. To fully understand and appreciate the objectives of the NMS, awareness of methods of manning the Army prior to NMS is necessary. In its earliest days the Army was manned using a regimental system very similar to that of the British. Then, in 1912, for a variety of sound reasons, the Army adopted an individual replacement system. For the last 70 years, the Army has continued to rely primarily on this system to man the force. Only on occasion has it employed other approaches.

b. During World War II some soldiers served with the same unit for the duration, but most did not.

(1) In many case, soldiers were trained with one unit and then were used as individual fillers in a deploying unit. When casualties, transfers, or promotions occurred, units were refilled by individual replacements.

(2) Only the infantry and two armored units were organized in regiments throughout the war. Many of the soldiers of these regiments who came ashore in North Africa in 1942 were still soldiering under the same regimental colors on the Elbe River in May 1945. These veterans look back with immense pride at their shared achievements and their total commitment to their units and to their comrades in arms. This type of commitment has never been totally recaptured in the conflicts since World War II.

c. In Korea, soldiers accumulated points determined by their exposure to hostile fire and those with a prescribed minimum were eligible to return home. Soldiers did not necessarily remain with their units for the duration of this conflict.

d. In the years between Korea and Vietnam, the Army, with some notable exceptions like GYROSCOPE and the Overseas Unit Replacement (OVUREP) System experiment, reverted to an individual replacement system to sustain units.

e. With the advent of large scale involvement in Vietnam, the Active Army expanded rapidly and formed units for deployment to satisfy ground force requirements. Because the 1-year tour policy remained in effect after the introduction of units, the Army resorted to the use of an "infusion" technique which distributed soldiers with varying rotation dates into units. This was to preclude instantaneous disestablishment of the units after 1 year in country. While the reasons for sustaining the force this way were sound, the potential for developing enduring commitment and relationships was severely diminished.

f. The post-Vietnam era has seen a series of new dimensions for manning the Army. The draft was replaced by the all volunteer force. The focus was on resources, efficiencies, and the cost of maintaining adequate manpower in uniform. In this resource driven environment, it was only natural that the Army would depend heavily on a manning system which would distribute soldiers efficiently in accordance with priorities. This individual replacement system has served and will continue to serve the Army well; it is flexible and efficient. It eases management and places soldiers where the Army needs them, quickly and equitably. However, it does take a toll. The steady flow of personnel into and out of units makes it very difficult to foster cohesion and group solidarity in the small combat units which are the cutting edge of the Army. The constant turbulence caused by continual movement of individuals prevents small units from fully developing cohesion and esprit and from attaining maximum training effectiveness and combat readiness.

g. Over the past several years, the Army has conducted various studies to more clearly define the problem and identify solutions. These studies culminated in the conclusion that turbulence and lack of cohesion could be reduced through development of a New Manning System.

2-2. New Manning System concept

a. The goals of the NMS are to reduce turbulence and enhance cohesion by keeping soldiers and their leaders

together in units longer, and to foster a greater sense of belonging and esprit by providing career-long affiliation with a specific Regiment or institution.

b. In April 1981, The DCSPER was charged with developing and implementing a New Manning System. The NMS consists essentially of two distinct subsystems; that is, the COHORT Unit Replacement System and the U.S. Army Regimental System. Both systems are designed to operate independently, but at the same to complement one another. The existing Individual Replacement System will continue to operate to supplement the Unit Replacement System and specifically to manage soldiers who are not assigned to COHORT units.

2-3. COHORT Unit Replacement System

a. The Unit Replacement System is the management process by which soldiers and their leaders are stabilized in small units that are formed, trained, and, in some cases, deployed to meet manpower and operational requirements. The program, currently under evaluation, is an expansion of PROJECT COHORT initiated in 1981. This COHORT concept was based initially on the formation of combat arms companies and batteries for a 3-year unit life cycle. (In 1984, this was expanded to include battalion-size units with 3- and 6-year life cycles.) In this concept, first term enlistees are recruited together for a specific COHORT unit and undergo initial entry training (IET) as a group. They then proceed to a U.S. Army Forces Command (FORSCOM) unit where they are joined with a cadre to form a stabilized unit that will train together and deploy overseas on a fixed schedule.

(1) Units bound for long tour areas spend 18 months in CONUS and then deploy OCONUS for 18 months. Accompanied soldiers deploying OCONUS will still have a 36-month individual tour obligation. When their unit is disestablished and replaced at the end of its life cycle after 18 months OCONUS, accompanied personnel will be reassigned intratheater. Soldiers serving unaccompanied tours will return to CONUS for reassignment or separation as applicable. Unaccompanied first term soldiers initially assigned to a deploying COHORT company and serving on a 3- or 4-year service obligation will serve 18 months in the long tour area and be reassigned to CONUS at the completion of the unit's life cycle or separate at expiration term of service (ETS).

(2) Units scheduled for movement to short tour areas spend 24 months in CONUS and then deploy for a 12-month OCONUS unit tour. Once the unit is formed, soldiers are stabilized in the unit for a 3-year period and discretionary, externally-generated individual movement into and out of the unit is not allowed. This stabilized unit movement allows units to attain higher training and readiness standards while fostering a greater sense of cohesion and belonging.

b. The process of forming COHORT units does not increase the size of the force structure. The first time a COHORT unit is formed, an existing unit is reduced to zero strength through attrition and reassignments. A cadre is selected and stabilized to form the leadership of the new COHORT unit. The unit is then refilled by assigning a cohesive package of first term soldiers directly from the training base. At the end of the CONUS portion of a deploying unit's life cycle, the unit deploys OCONUS and is immediately replaced by another cohesive group of first term soldiers and new cadre personnel.

c. The concept of "unit" has two connotations. To soldiers, their unit consists of their buddies, leaders, and subordinates. It is the group of soldiers with which they live, train, and fight. It is the product of cohesion, bonding, and stability. This is the COHORT unit that deploys OCONUS as part of a unit replacement system. However, from a purely technical or managerial viewpoint, the unit is defined as a unit identification code (UIC) with unit colors. In fact, when a COHORT company or battery deploys, there is no relocation of unit colors or UIC. The Army's many data systems do not reflect a unit relocation. Actually, the soldiers are reassigned on group orders from one UIC to another. This process constitutes a unit deployment from the soldiers' perspective, but avoids the management complexities of changing data systems. On the other hand, deployment of a COHORT battalion does result in a relocation of unit colors and UIC at Headquarters, Department of the Army (HQDA). A unit movement directive issued by Headquarters, Department of the Army serves as the catalyst for executing deployment plans for a COHORT battalion. The unit movement order, published by the MACOM based on the unit movement directive, functions as a group movement order for all assigned soldiers.

d. The NMS will not directly change the Army's civilian personnel policies and programs.

(1) The civilian-intensive base operations workforce remains primarily responsible for supporting the movement of COHORT units. But the movement of soldiers as units, along with their families, creates work load peaks, especially for smaller installations and communities.

(2) In addition, some family members of COHORT soldiers are also civilian employees of the base operations work force. The simultaneous movement of civilian employees with COHORT soldiers may have an impact on community or installation capability to provide timely support services.

(a) These movements and attendant transportation requirements must be considered when programming and allocating local civilian resources. Communities and installations must review funding needs from appropriations other than the military personnel account and determine funding requirements by appropriation, fiscal year, and estimated costs. Consideration of funding requirements for COHORT must be an integral part of planning and budgeting stages of both the losing and gaining installations. Addressing funding information only in the movement order can create unnecessary turmoil for the resource manager since he has limited funds that have been allocated for certain issues years earlier through the planning and budgeting processes. An unfinanced requirement such as this may negatively affect already

scheduled programs. Whenever possible, COHORT movement must be addressed in the programming and budgeting phases.

b. The effects on the civilian force resulting from stabilization and movements will emerge as the NMS is phased into the Army. The effects will be greater due to the integration of soldiers and civilians in the performance of base operations and field support missions. Many Army civilians and their families are integral members of overseas military communities. They will be affected by any changes in community, support and services, housing policies, support requirements, dependent employment, and DOD schools.

e. The displacement of families resulting from individual reassignments has always been stressful because of the disruption of careers, friendships, community involvement, and school programs. The impacts of this stress on the individual and his effectiveness in the unit are usually not readily apparent. Unit movement will highlight the multitude of family requirements, will concentrate the impacts in a more narrow time frame around the deployment date, and should ease the burden of an overseas move for a family. Therefore, an opportunity exists to improve the family support system at the unit and installation level. Chapter 9 and appendix B contain guidance for installation level family support planning. Long-range family support planning and determination of the requirements associated with group movement of families will be required. The phasing of the movement mode allows for planning which can be converted into a needs assessment and a family support planning document.

2-4. Implementation methodology

a. Transition to the NMS continues to be evolutionary and may generate unavoidable startup turbulence. Many initiatives are being assessed and implemented with a view toward attaining overall objectives with a minimum disruption to the Army. Implementation of the NMS will be in phases to build on previous experience and to ensure an orderly transition. Phase I initiatives include implementation of the COHORT Unit Replacement System with emphasis on combat arms forces. Phase II defines the NMS concept for combat support and combat service support forces, examines battalion rotation, and develops mobilization wartime and Reserve Component applications. Plans for battalion rotation are currently being executed.

b. Previous Army experiments with unit deployments have consistently reaffirmed two lessons.

(1) The deployment of cohesive, trained units increases combat effectiveness.

(2) A unit deployment system is unmanageable unless supported by all the Army's management processes. Thus, the overall approach seeks to determine the systemic changes necessary to sustain the NMS prior to Army-wide implementation.

c. The overall methodology involves the concurrent analysis and field evaluation of all appropriate policies, procedures, regulations, and laws to ensure feasibility. While the field evaluation concerns local effects such as unit/installation manageability, troop acceptability, and intraunit cohesion, the analysis program directed by Headquarters, Department of the Army determines such macroissues as Army-wide affordability, sustainability, and supportability.

2-5. Field evaluation

a. The field evaluation of the NMS is a "fix-as-you-go" effort focused on sustaining the NMS when applied throughout the Army. The field evaluation is addressing issues such as manageability, troop acceptability, local impacts, and readiness, while NMSD is concurrently conducting sustainability and affordability analyses. The field evaluation will continue to be an ongoing effort and will involve a comparative analysis of COHORT and non-COHORT units. This extended effort will ensure that the Army identifies and changes policies, procedures, regulations, and legislation when required during the implementation of the COHORT system.

b. The U.S. Army Training and Doctrine Command and its subordinate headquarters (Soldier Support Center (SSC)), TRADOC Combined Arms Test Activity (TCATA)), and the Logistics Center (LOGCEN) are the primary field evaluation agencies. TRADOC's efforts are supplemented by the Walter Reed Army Institute of Research (WRAIR). WRAIR is collecting attitudinal data from soldiers and families to identify family support requirements unique to COHORT units and to measure differences in soldier will in COHORT and non-COHORT units. Evaluated units will provide policy and procedural comments and recommendations to the installation data collectors or through the chain of command to HQDA (DAPE-MPU), WASH, DC 20310-0300.

c. Selected MACOMs, installations, and tactical units will be required to participate in the field evaluation. Data collectors will be strategically located to maximize efficiency of the data collection effort. All evaluation activities will be conducted so that the impact on the evaluated units is minimized. Every effort will be made to gather required data from existing reports. On those occasions when it is necessary for representatives of evaluation agencies to visit an installation, a request for theater/installation clearance will be forwarded to the appropriate MACOM 45 days in advance.

d. As data is received from the field evaluation, changes to a wide spectrum of Army policies will be required to allow a smooth transition to COHORT. Policies necessary to ensure an efficient and effective implementation of

COHORT are established in this regulation. Policy changes will continue to be incorporated in this and other supporting functional regulations as appropriate.

Chapter 3

Deploying COHORT Unit Replacement System

3-1. General

This chapter contains the necessary policy guidance for forming, sustaining, and deploying COHORT units on a 3-year life cycle. As the Army moves toward full implementation of the NMS, some procedures will be modified as the system is evaluated. The guidance in this section was developed with a view toward operation of the NMS under normal or "steady state" conditions. Figures C-1, C-2, C-3, and C-4 contain schedules of critical events in unit formation and life cycle.

3-2. COHORT unit designation and structure

The current organizational structure does not change. COHORT company and battery units may experience a designation change upon deployment. COHORT battalions will retain their designations upon deployment. Modification table of organization and equipment changes or differences may be experienced upon deployment until MTOE standardization is accomplished.

3-3. Initial term accession

Initial term accession requirement will be placed on the Recruit Quota Enlistment System (REQUEST) using the 3-year plus training (variable enlistment legislation) enlistees under the COHORT enlistment option (AR 601-210, table 9-23) for combat arms MOS. The 3-year VEL option will also be used, when possible, for combat support/combat service support (CS/CSS) MOS. In those instances where 3-year VEL for CS/CSS MOS is impractical (less than 10 soldiers), 4-year enlistees will be recruited for CS/CSS MOS. Cadre selection and assignment is addressed in paragraph 3-5. COHORT recruiting, training, and delivery to the FORSCOM installation is correlated with cadre selection and assignment, permitting assignment and stabilization together for a 3-year life cycle. Soldiers for the primary career management field (PCMF) of the company or battery (career management field (CMF) 11 for infantry, CMF 19 for Armor, and MOS 13B for Field Artillery) will be recruited to enter the Army at the same time in order to be together as a group for all training received. Soldiers required to fill CS and CSS positions in a COHORT unit will also be recruited to enter the Army at the same time, to align their ETS with that of the soldiers recruited for any of the primary CMFs. Training requirements for COHORT units are included in the total initial entry training requirements, which U.S. Army Military Personnel Center (MILPERCEN) (DAPC-PLT) develops and provides to ODCSPER (DAPE-MPM) for inclusion in the Army Program for Individual Training (ARPRINT).

a. Recruiting.

(1) COHORT initial entry training NMS packages, to include low density MOS fill (10 or more soldiers), will be recruited through the REQUEST system using 3-year plus training (VEL) enlistees under the COHORT Enlistment Option (AR 601-210, table 9-23). MILPERCEN will load REQUEST with the appropriate number of unit vacancies/training seats. These seats will be keyed to a specific reception station date to ensure all COHORT package members start training at the same time. The U.S. Military Enlistment Processing Command (MEPCOM) is provided specific dates on which to ship COHORT soldiers to appropriate reception stations. Vacancies/seats are placed on REQUEST and can be monitored by the U.S. Army Recruiting Command (USAREC) and MILPERCEN.

(2) The initial package size will allow for projected Delayed Entry Program losses (no shows and reception station losses) and IET attrition (recycles, academic failures, and discharges), based on the latest attrition figures provided by the Office of the Deputy Chief of Staff for Operations (ODCSOPS). If a package experiences excessive losses prior to the start of IET, the reception station will, in coordination with USAREC/MILPERCEN (DAPC-EPT-I), assign sufficient uncommitted soldiers to the package to achieve the appropriate start training figure, based on the appropriate MTOE authorizations for deploying and nondeploying units.

(a) The number recruited must produce 100 percent of the E1-E4 combat arms requirements.

(b) Sufficient numbers of combat support and combat service support MOS soldiers must be as signed to man the COHORT unit, upon completion of IET, at the Army average strength for that MOS. Soldiers selected to round out the unit will first be selected from those who have assignment instructions to the same installation. In the event the number of such soldiers is insufficient and an additional diversions must be made, coordination will be made with MILPERCEN (DAPC-EPS-I) to determine which soldiers to divert.

(3) Support MOS soldiers (E1-E4 low density unit MOS) will be package-trained where possible (groups of 10 or more), although the numbers are small and the training time differs from that of the basic package. They will be recruited under AR 601-210, table 9-23, whenever possible. In all other cases, 4-year enlistees will be recruited. MILPERCEN will schedule these soldiers to arrive at the installation at the same time as the arrival of the basic package. If, due to training attrition or recruiting shortfall, support MOS personnel do not arrive to coincide with the

COHORT unit in sufficient numbers, installations will provide these soldiers from on-post assets, matching the time in service and ETS of the package as closely as possible.

b. Attrition and recycles. Soldiers who fail to complete one station unit training (OSUT) will be reported to MILPERCEN (DAPC-EPT-I) per AR 612-201. Those recycled for any reason, to include Basic Skills Education Program (BSEP), and not able to complete training with the package will be processed normally. Upon completion of OSUT, they will be assigned in accordance with the instructions contained in their recruiting contract. They are no longer considered part of their original COHORT unit. No effort to replace training losses is required since accession figures allow for normal IET attrition. In the event that during OSUT attrition reduces the IET package below the minimum strength required upon its reporting to FORSCOM (start FORSCOM floor), TRADOC will round out the unit by using soldiers from the same training unit.

c. Assignment procedures. All normal reporting and assignment procedures presently employed are used in the processing of COHORT soldiers. However, COHORT soldiers will be assigned to the same training company and trained as a package. Procedures established with regard to the Automated Control of Trainees (ACT) System for the packaging will continue to be used.

d. MOS mix. Career Management Field 11 (Infantry) soldiers are recruited by CMF rather than by specific MOS. It is TRADOC's responsibility to produce the desired MOS mix (that is, 11B, 11C, 11H, and 11M) upon completion of training. The correct MOS mix is that reflected in the unit's MTOE. MILPERCEN (DAPC-EPH-R/EPT-I) will provide the correct MOS mix to TRADOC installations by message.

e. Volunteer programs. Retention of soldiers (who enlisted or were selected for COHORT units) in the training base to perform duties such as assistant instructor, drill corporal, or hometown recruiter is not authorized. Also, recruiting or volunteering for and assignment to special commands such as 1st Battalion, 3d Infantry (The Old Guard), 1st Special Forces, and airborne units is not authorized.

3-4. Initial entry training (IET)

a. IET for combat arms. IET for combat arms, high density MOS will be taught in the OSUT mode.

b. IET NMS package size floors. The initial package size represents a recruiting goal. In addition, USAREC/TRADOC will be given a start FORSCOM floor. The start IET floor is the minimum number of recruits that must be shipped from the reception station to TRADOC. If the IET package size falls below the floor, owing to the failure of arrival on station of soldiers assigned to requisitions (no shows) and missed reception station dates, the reception station must assign sufficient uncommitted or similar unit of choice (UOC) recruits to bring the package size up to the desired floor. If the IET package falls between the recruiting goal and the start IET floor, the package is shipped as is; that is, there is no requirement to increase the size of the package to the recruiting goal.

c. Leave policy. Ordinary leave en route will be granted following OSUT graduation with the following exceptions:

(1) Packages which have already been granted Christmas leave during OSUT will not be granted additional leave upon graduation.

(2) Packages with a graduation date of 1 November or later will not be authorized leave following graduation from OSUT, but will be granted Christmas leave by the gaining unit.

(3) Exceptions may be granted to allow for short leave en route to accommodate movement of families, POVs, and so forth. Advance coordination between TRADOC and gaining commands or installations must be made.

d. Mode of movement. Following completion of OSUT, normal movement procedures will be followed, taking into consideration the soldier's ordinary leave desires. Those soldiers not authorized leave following graduation from OSUT will be moved as a group to the FORSCOM installation. TRADOC will initiate the group transportation request in coordination with FORSCOM. In such cases, FORSCOM will provide sufficient company cadre to accompany the soldiers to the gaining FORSCOM units.

3-5. Unit formation, maintenance, and deployment

a. Unit formation. COHORT units will be formed in accordance with the strength profile guidance at appendix D. It is emphasized that the strength levels articulated at appendix D are considered minimum strength floors. Accordingly, if the division average in each category is higher, the COHORT unit will be formed at the division average.

b. Strength maintenance. The strength levels of COHORT units will be maintained in accordance with the guidance at appendix D. The division average in each category is, once again, the minimum strength floor.

c. Deployment. COHORT units will be deployed at strength levels corresponding to the guidance at appendix D.

(1) It is emphasized that the minimum aggregate strength for deploying COHORT units is 90 percent of unit MTOE authorizations. Losing installations and commands will ensure that deploying COHORT companies/batteries and battalions are brought to, and maintained at, a minimum of 90 percent as of the 6-month period immediately prior to rotation.

(2) MILPERCEN will provide top off packages of officers, NCOs, and initial term soldiers, which will link up with the deploying unit at the receiving command's location. This package will be sufficient in size and composition to raise the strength of the unit to the strength levels indicated at appendix D.

d. Reassignments. Reassignment of soldiers out of COHORT companies and batteries is prohibited unless—

- (1) They are determined to be nondeployable and unable to attain deployable status prior to scheduled movement date of their unit.
- (2) Their promotion to the next higher grade results in no position available which is commensurate with their new grade within the context of grade substitution policy (AR 600–200).
- e. Special management.* COHORT units will be specially managed both by MILPERCEN and the installation/command in accordance with the guidance at appendix D.
- f. Selection/assignment of initial term soldiers.*
- (1) Initial term soldiers enlisted under AR 601–210, table 9–23, are contractually guaranteed a 3-year assignment or stabilization period with their COHORT unit.
- (2) Replacement of attrition/losses within a COHORT unit will take place immediately when the unit falls below the strength levels referred to at appendix D.
- (3) Primary CMF/MOS of the initial term package will be recruited and trained as a package and assigned to company level by MILPERCEN. Cross-leveling to reduce the number of skill level 1 soldiers in the COHORT unit is prohibited.
- (4) Initial term soldiers in support MOS (unit's low density, skill level 1 MOS) are also assigned to the installation by MILPERCEN in accordance with appendix D. Names will be provided to the installation 30–60 days prior to their arrival for ease of identification. The installation must assign these individuals to the COHORT unit.
- g. Enlisted cadre selection.*
- (1) COHORT cadre (defined as other than newly accessed soldiers) are selected by the installation commander from noncommissioned officers (NCOs) already assigned to the installation. See appendix E for NCO cadre selection criteria.
- (2) If there are not sufficient numbers of NCOs on the installation or if the strength requirements for the COHORT unit are higher than the installation average level of fill, the installation will submit requisitions to MILPERCEN (DAPC–EPS–I) not later than 240 days prior to the unit formation date. This lead time will permit cadre arrival not later than 60 days prior to unit formation (60–75 days for Light Infantry Division (ID(L)) units) in accordance with the guidance at appendix D.
- (a)* Provisions have been developed to allow installations to requisition cadre for COHORT company or battery units. Procedures are outlined in AR 614–200 and will be accomplished in coordination with CONUS Installations Branch, MILPERCEN (DAPC–EPS–I) for CONUS-based units or Oversea Commands Branch, MILPERCEN (DAPC–EPS–O) for OCONUS-based units.
- (b)* In the event it is determined that a soldier who is currently stabilized under a different program is needed to fill a COHORT company or battery unit vacancy, a request to terminate the soldier's stabilization will be forwarded to MILPERCEN (DAPC–EPS–S) per AR 614–5, paragraph 2–10.
- h. Reenlistment/extension policies.* COHORT reenlistment/extension policies are contained in appendix F.
- i. By-grade substitution.*
- (1) While the aggregate NCO manning level should not be lower than the minimum NCO manning level established, to include planned substitutions, the NCO selection to man the remaining NCO positions should include grade substitution to allow for promotion growth in the cadre during the 36-month life cycle of the company. The exact number of grade substitutions in the company will be determined by the commander in the selection process. Time in service (TIS) and time in grade (TIG) for the NCO being considered are reviewed to plan for probable promotions and to avoid a situation in which a number of cadre are promoted and left without a job in the promoted grade. However, it is expected that some soldiers will be promoted in excess of unit authorizations near the end of the unit life cycle. These individuals, where applicable, may be retained in the unit until the end of the life cycle or transferred to another unit (app G).
- (2) It is difficult to provide specific rules for grade substitution because some senior NCO positions are one of a kind, that is, first sergeant and supply sergeant. Careful consideration and planning by the commander after review of the promotion potential of the cadre will be the best determinant. As a general rule, substitution by-grade of at least 50 percent of the E5 and E6 positions and 75 percent of the E7 positions is desired. An E8 or promotable E7 will be selected as first sergeant. Substitution of a soldier into a position more than two grades higher than his actual rank is not authorized.
- (3) The best substitution approach for PCMF positions is to select the highest grade NCO first. For example, when selecting an E7 for assignment to an E7 position, a TIS window of 11–14 years would be the best, since average promotion trends indicate none would be promoted to E8 during the 36-month life cycle of the unit. If it is necessary to select more senior E7s, then selection of a like number of senior E6s, would provide a means to replace those promoted out of the company. A TIS window of 7–8 years would be optimum for substitution of an E5 soldier into an E6 position. Since promotion time from E5 to E6 is shorter, a larger number of E5 substitutions in E6 positions is envisioned. The optimum TIS window is 4–5 years for E5s.
- (4) The installation is required to make final selection of the support MOS personnel to be assigned to the skill levels 2–5 positions of a COHORT unit. Fill of low density (support MOS) cadre NCO will be on a one for one basis, allowing for normal grade substitution.

j. NCO position substitution with first term soldiers. The manning profile guidance for the company NCO positions includes selected substitution with first term soldiers in skill level 2–5 positions (app D). This substitution is designed to provide progression opportunity, allowing those first term soldiers who demonstrate advanced ability and potential to serve in responsible positions. This planned substitution of skill level 1 soldiers into NCO positions establishes the maximum substitution and aggregate NCO manning acceptable in COHORT companies and batteries.

k. Selection of soldiers with assignment instructions. Soldiers in receipt of assignment instructions will not be selected for assignment to COHORT units.

l. Officer cadre selection.

(1) The installation commander will select officers for COHORT units from assets already assigned or being assigned to the installation. Officers who have been on station 12 months or longer will not be assigned to a COHORT unit without approval of the appropriate Career Management Division, MILPERCEN. To ensure stabilization, installation commanders will submit to MILPERCEN (ATTN: DAPC–OP) a list of all officers assigned to COHORT units with the stabilization date determined by the installation for the life cycle of the COHORT unit.

(2) If there are not sufficient officers on the installation who meet the criteria for selection based on the strength guidance at appendix D, requisitions should be submitted to the Officer Personnel Directorate, MILPERCEN (DAPC–OPD–A). Submission will be 240 days prior to cadre requirement month (para 3–5c(2)) to allow officer cadre to arrive not later than 60 days prior to formation date (not later than 60 nor not earlier than 75 days for ID(L) COHORT units). (See AR 614–185.)

(3) The intent of the COHORT Program is to keep the initial term soldiers and their leaders together in the COHORT unit for the 3-year life cycle. The goal will be to stabilize officers in the same manner as initial termers and NCO cadre for the 3-year life cycle. Officer branch files will be annotated that the officer is assigned to a COHORT unit and stabilized. The stabilization “through” date will be determined by the installation, based on the life cycle of the COHORT unit (3 years). The stabilized officers will not be reassigned out of the COHORT unit by MILPERCEN or the installation/command prior to completion of that life cycle, except as permitted by the guidance contained in appendix G. In cases where it is necessary to reassign officers in COHORT units at the installation, the reassignment will be accomplished at least 90 days before or not earlier than 90 days after the unit deployment date. MILPERCEN (DAPC–OP–(office symbol of appropriate career management division)) will be immediately notified when there is a change in officer assignment status in a COHORT unit.

(4) COHORT unit company/battery commanders should be promotable first lieutenants or captains and advance course graduates. There must not be any change of company or battery commanders less than 90 days prior to or after deployment of the COHORT unit. Company/battery executive officers should be senior lieutenants who will be promoted to captain within 2 years, while platoon leaders should be Officer Basic Course (OBC) graduates on their initial tour of duty. COHORT battalion commanders should change command not less than 6 months prior to or after deployment of their battalion.

(5) In selecting other officer cadre, there are two basic considerations; service obligation and promotion status. Commanders should consider that most other than Regular Army (OTRA) officers accessed are OBV–3 officers and will not have 3 years remaining after their initial entry training. Therefore, the benefit of selecting an OBV–3 officer must be weighed against the turbulence that may result if the officer is not deployable.

(a) OBV–3 officers are eligible to deploy with their COHORT unit if they can serve at least 18 months OCONUS in a long tour area (12 months in a short tour area). OBV–3 officers are encouraged to apply for short-term extensions, as specified in AR 135–215, in order to meet the minimum OCONUS tour length obligation.

(b) Consideration should be given when selecting officers in an indefinite status for assignment to COHORT units. Although these officers have no time in service constraints affecting deployability, some would be promoted to captain prior to the end of the unit life cycle.

(6) Lieutenants selected for deploying COHORT units must be deployable or be made deployable and must be able to complete at least 18 months in an OCONUS long tour area or 12 months in a short tour area prior to ETS. Use of voluntary indefinite officers is recommended. Unit commanders also must be deployable or be made deployable.

(7) Officers who are in receipt of assignment instructions are not eligible to serve in a COHORT unit at the losing installation.

m. Requisitioning for enlisted personnel.

(1) *CONUS.* MILPERCEN will initiate sufficient requisitions to cover all the skill level 1 (E1–E4) requirements in the COHORT unit. These requisitions will be opened as a specific group of requisition numbers to allow tracking as assignments take place. Soldiers are placed against these requisitions when assigned from the training center to the FORSCOM installation. NCOs will be requisitioned in accordance with the guidance in paragraph 3–5g.

(2) *OCONUS.* The provisions of (1) above apply to COHORT companies/batteries and battalions being formed at OCONUS locations. In all other instances, no requisitions are required. Losing installations or commands will replace unit attrition losses as required to ensure that the deploying COHORT unit strength levels do not fall below the required maintenance and deployment strength levels (app D). MILPERCEN will provide top off packages of NCOs and initial term soldiers in accordance with appendix D to raise the deploying COHORT unit strength to the prescribed levels.

n. Requisitioning of officer personnel.

(1) *CONUS*. COHORT officer strength requirements will be managed in accordance with appendix D. If there are not sufficient officers on the installation who meet the criteria for selection, the installation will submit requisitions for personnel to MILPERCEN (DAPC-OPD-A) in accordance with the guidance of paragraph 3-5l.

(2) *OCONUS*. The provisions of paragraph 3-5m(2) apply to COHORT companies and batteries being formed at OCONUS locations. In all instances, no requisitions are required. Installations will replace unit attrition losses up to 180 days prior to redeployment when strength levels fall below the required deployment strength (app D). MILPERCEN will provide a top off package of officers in accordance with appendix D to raise the redeploying COHORT unit officer strength to the prescribed levels.

3-6. OCONUS deployment

a. Personnel movement directives. MILPERCEN will issue the Personnel Movement Directive (PMD) at least 90 days prior to unit formation in FORSCOM (app H). The PMD will contain essential assignment processing guidance to supplement AR 614-200 and DA Pam 600-8-10. It constitutes a reassignment alert and has the same effect as assignment instructions. This directive is issued in place of individual assignment instructions and will provide the installation authority to alert those soldiers selected or assigned to COHORT units for overseas deployment.

b. Unit status report packet. FORSCOM installations with COHORT units designated for deployment overseas will provide a unit status report packet to MILPERCEN (DAPC-OPD-M/DAPC-EPS-O) and to the gaining overseas MACOM. Packets will be sent expeditiously during the CONUS life cycle, initial report packet 180 days prior to deployment, and a final report packet not later than 30 days prior to deployment. Periodic report packets between these time periods will be sent only if significant personnel changes occur. This packet will consist of automated Standard Installation/Division Personnel System (SIDPERS) reports to include—

- (1) The Unit Manning Report (C07).
- (2) The Personnel Strength Zero Balance Report (C27).
- (3) The enlisted MOS inventory (C31, Part 1).
- (4) The Personnel Qualification Roster (C37).
- (5) A battalion promotion list (Non-SIDPERS).

c. Processing of soldiers. Soldiers will be processed in accord with the necessary preparation of replacements for overseas movement (POR) requirements to determine deployability. Further details will be provided in the Personnel Movement Directive. AR 614-200 and AR 614-185 include the provisions for the Personnel Movement Directive and guidance concerning its use. A sample format for a Personnel Movement Directive is at appendix H.

d. Homebase and Advance Assignment Program (HAAP). Personnel assigned to COHORT units stationed in CONUS, Hawaii, or Alaska who are reassigned to a dependent restricted 12-month short tour are eligible to participate in the HAAP program. Additionally, members of COHORT units who are deployed to a long tour area overseas and elect to serve the “all others” tour may voluntarily elect to participate in the homebase portion of the HAAP program only. Specific details and procedures for application pertaining to the HAAP program can be found in AR 614-185, chapter 2, and AR 614-100, paragraph 5-10, for officers and AR 614-200, chapter 2, for enlisted personnel. Applicable reporting requirements will be specified in the Personnel Movement Directive issued in conjunction with a COHORT unit deployment.

e. Family member travel.

(1) Losing CONUS installation military personnel offices (MILPO) will advise all soldiers with families that they may elect an accompanied “with dependents” tour when being assigned to an unrestricted overseas area. To be eligible for family travel, members must extend or reenlist to meet the “with dependents” tour length requirement (36 months) prior to departure from last permanent duty station. Extension or reenlistment is not required prior to applying for family member travel, but must be accomplished in accordance with guidance at paragraph F-5, prior to movement of family members in a concurrent or deferred travel status. The approval of concurrent or deferred travel by the OCONUS MACOM will be based on current regulatory requirements in effect. There is no automatic approval of family member travel requests solely on the basis of being assigned to a deploying COHORT company/battery.

(2) Soldiers should request family member travel, sponsorship, and quarters by completing the DA Form 5434 (Request for Sponsorship). The installation or activity will annotate DA Form 5434 at top and bottom, “COHORT,” no later than 180 days prior to the unit’s personnel shipment readiness data (PSRD) established in the Personnel Movement Directive. Requests for family travel of soldiers acquiring family members after initial submission of consolidated DA Form 5434 will be forwarded on an individual basis by electronically transmitted message per AR 55-46, paragraph 3-6b(4) and (5), followed by a completed DA Form 5434; COHORT must be clearly indicated on both the electronically transmitted message and the DA Form 5434.

(3) The gaining overseas unit will provide sponsors for incoming members and their families. Sponsors will forward welcoming letters providing information requested by incoming members and their families and meet the other requirements outlined in AR 612-10.

(4) Soldiers with exceptional family members who elect to serve the accompanied tour will be required to complete DA Form 5434 and provide the necessary supporting documentation. Soldiers will require additional time to obtain this

documentation. The DA Form 5434 will not be delayed for this reason. DA Form 5434 can be submitted at a later date provided exceptional family member needs are explained on the DA Form 5434 and a notation made that required documentation is unavailable at the time of processing, but will be forwarded later under separate cover.

f. Passports and visas.

(1) Soldiers desiring family member travel in conjunction with their overseas assignment should apply for “no fee” passports and visa (if required) immediately upon receipt of reassignment notification. AR 600–290 clearly delineates installation and soldier responsibilities for passport processing.

(2) Local commanders and MILPO should be advised that the time required to process the passport application itself is minimal. However, the time required to obtain official copies of birth certificates varies from State to State. It is recommended that passport processing personnel become involved in deployment planning as soon as the Personnel Movement Directive is received at the losing installation.

3–7. Personnel sustainment

a. Stabilization. All soldiers will be stabilized in COHORT companies or batteries in accordance with the guidance contained in appendix G.

b. Promotions.

(1) Existing promotion regulations apply for all grades except accelerated promotions to grades of E2, E3, and E4.

(2) Since the majority of junior enlisted soldiers will possess the same TIS, the procedural guidance contained in appendixes I, J, and K will apply to promotion of junior enlisted soldiers assigned to COHORT units.

(3) Selection of officers for assignment to a COHORT unit must take into consideration their promotion status to preclude officers serving in positions in an overgrade status.

c. Cross-leveling. Personnel assigned to a COHORT company/battery will not be cross-leveled with non-COHORT units. However, cross-leveling may occur within a COHORT unit. Reassignment out of the COHORT unit for any reason will be discouraged.

d. Utilization. Commanders may detail COHORT companies/batteries and battalions with a fair share of the special duty (SD) requirements subsequent to the completion of the initial COHORT unit training. One hundred eighty days prior to deployment, all SD personnel will be returned to the unit to prepare for deployment.

e. Command tour. COHORT company or battery command tours should be carefully managed to allow for the 18 months, plus or minus 6 months, command tour policy. Change of command will not occur less than 90 days before or after deployment. COHORT battalion command tours will be 24 months (plus 6 months). Change of command should not occur less than 180 days prior to/after deployment.

f. Schooling.

(1) No changes are expected to the procedures for selection and attendance at noncommissioned officer education system (NCOES) schools. Generally, the movement of the soldier to an NCOES school is temporary duty (TDY) and return, when the entire class period is within the CONUS or OCONUS phase of the COHORT unit life cycle. If the class period occurs during the deployment phase of the COHORT unit, the soldier’s movement to the NCOES school may be TDY en route with an attempt to have a report date overseas that will coincide with the overseas arrival of his unit, or the soldier may be scheduled for an earlier or later class date.

(2) No changes are expected to the procedures in selection and attendance for officer personnel at military schools (that is, advance course, CAS3, civil education, and so forth). However, soldiers will not attend military schools under conditions that will permanently remove them from their COHORT unit prior to the end of their stabilization period, except as authorized in paragraph (3) below.

(3) A soldier may apply for officer candidate school (OCS), United States Military Academy (USMA), flight school, appointment as a warrant officer, USMA Preparatory School, or other officer procurement programs, to include programs in which an officer attends schooling leading to qualification for reappointment in or transfer to a special branch, at any time during the life cycle of their COHORT unit and participate in these programs if selected.

g. Personnel actions.

(1) The goal of the NMS is the maintenance of the cohesive fighting team; therefore, personnel actions will be processed with a view toward organizational needs. Personnel actions submitted and approved that would cause reassignment out of the unit before the end of the unit life cycle will be deferred until completion of the unit life cycle, except as indicated in f(3) above or as provided in appendix G.

(2) Numerous personnel actions/programs will require revisions or modification in order to manage the force in a unit manning mode. Some programs need only be restated with a view toward the NMS. Examples of these policies are as follows:

(a) An individual may not submit a personnel action for any volunteer program (for example, Airborne, Ranger) that will result in reassignment from the COHORT unit until the final (third) year of the COHORT unit life cycle except as noted above. Waivers of age requirements will be granted based on the above mentioned deferred participation policy, provided the soldier meets the age requirement upon initial assignment to the COHORT unit.

(b) Soldiers assigned to COHORT units who receive threats against their lives will be assigned out of the unit if the threat is valid.

- (c) German nationals will not be assigned to COHORT units deploying to Germany.
- (d) Soldiers pending civil court actions for criminal offenses will not move with their unit overseas unless the movement is approved by the appropriate civilian jurisdiction. If not approved, the soldier should be reassigned to another unit at the same installation and deleted and/or deferred from the deploying COHORT unit. Soldiers who have foreign unit court actions pending must be processed in accord with AR 27-50.
- (e) When soldiers are pending investigation by military authorities, the unit will coordinate with these authorities, on a case-by-case basis, concerning the appropriateness of movement overseas. If it is determined that the soldier should remain in CONUS, he or she will be reassigned to another unit at the same installation and deleted and/or deferred from the deploying COHORT unit.
- (f) Soldiers in COHORT units may be identified or requested as potential witnesses or participants during investigations, courts-martial, administrative elimination boards, or other similar proceedings. If alternatives or substitutes for their presence and/or live testimony (for example, depositions, sworn statements) are not feasible or acceptable, they will either be deferred from movement with their unit until their presence is no longer required or deploy with the unit, but be returned to testify on a TDY basis at the expense of the command convening the investigation, court-martial, or other proceeding.
- (g) Soldiers assigned to COHORT units who subsequently receive permanent duty limiting profiles will be evaluated by medical authorities concerning the soldiers' ability to perform in his or her MOS. Individual reclassification action must be submitted prior to reassignment. Soldiers who cannot perform in their MOS as a result of limiting medical profiles will be reassigned out of the COHORT unit.
- (h) Soldiers who submit claims as conscientious objectors (AR 600-43) will not proceed overseas until HQDA has made a final decision in their claims.
- (i) Soldiers pending separation under provisions of AR 635-100, AR 635-120, or AR 635-200 will not be selected or moved overseas with their unit, but will be replaced.
- (j) Numerous reasons for deletions and deferments from assignment instructions, valid under the present individual replacement system, will not be applicable under NMS (that is, operational reasons, reenlistments, and service schools). Other bases for deletion or applications for deferment (bars to reenlistment, compassionate, hardship) will continue to apply. Approval authority for deletion or deferment actions for COHORT soldiers will be centralized wherever possible.
- (k) Mandatory reclassification action will be accomplished per AR 600-200. Requests for voluntary reclassification which would cause reassignment out of the COHORT unit will not be approved until after the completion of the 3-year life cycle of the unit.
- (l) Requests for compassionate reassignment will follow the procedures outlined in AR 614-100 and AR 614-200. If the soldier's family problem exists at a location other than the soldier's current home station, reassignment may be made to another location. Requests will be evaluated by those commanders having the general court-martial authority and submitted to CDR, MILPERCEN for final approval.
- (m) Members of COHORT units with extreme family problems that materialize before or during a move overseas may apply for deletion or deferment from unit orders in accord with existing policies. Requests will be forwarded to the general court-martial authority who has, on a one time basis, authority to provide deletions for up to 1 year and deferments for up to 90 days. Specific conditions for approval of decentralized deletions and deferments are contained in AR 614-100 and AR 614-200. Those situations and considerations that are not outlined in the aforementioned references must be sent to MILPERCEN (DAPC-EPA-C), WASH DC 20310-0300 for final approval. Compassionate reassignments, deletions, and deferments generated from COHORT units will be forwarded to MILPERCEN in accord with current policies.
- (n) Prior to assignment of a soldier with exceptional family members to a COHORT unit, careful consideration should be given to availability of facilities to care for the family members. COHORT soldiers with exceptional family members should be encouraged to enroll in the exceptional family member program (enrollment is voluntary). At the time COHORT soldiers apply for overseas movement of family members, exceptional family member considerations and needs should be reflected on their application (DA Form 5434). Soldiers with exceptional family members must plan ahead to ensure that they have adequate arrangements for care of their family in CONUS in the event that the overseas commander denies their concurrent travel request due to inadequate medical facilities overseas. Denial of family travel to the overseas command will not constitute a basis for reassignment out of the COHORT unit. (See AR 614-203.)
- (o) Soldiers en route from a deploying unit to the port should be instructed to contact the personnel assistance point (PAP) commanders if special problems arise.
- (p) Members of COHORT units will not be assigned out of the unit for the purpose of establishing a joint domicile. The spouse of the COHORT soldier may request a joint domicile assignment in or near the location of the COHORT unit. Requests for joint domicile will normally be approved when there is a need for the military skills of the spouse in/ or near the COHORT unit location or deployment location, career progression of the spouse is not adversely affected, and the spouse is otherwise eligible for the assignment. Joint domicile requests will continue to be processed per AR

614–100, AR 614–200, and DA Pam 600–8. Applications will reflect that the spouse of the soldier requesting reassignment for joint domicile purposes is a member of a COHORT unit.

(q) Soldiers assigned to COHORT units are not eligible to participate in the exchange assignment program.

3–8. Disestablishment of deployed COHORT companies/batteries and battalions upon completion of their 3-year life cycle

a. *Initial term soldiers.* Three-year initial term soldiers who do not reenlist will be separated under provisions of AR 635–200. Those soldiers who have reenlisted will comply with their assignment orders and execute those options, if any, from the reenlistment. Four-year initial term soldiers who have no further oversea obligation will be reassigned by MILPERCEN to CONUS.

b. *Careerists.* A careerist on an 18 months “all others” tour will comply with his or her assignment instruction to CONUS. A careerist on an accompanied tour will become an OCONUS theater asset and will be assigned as needed. However, if at all possible a Regimental affiliated soldier, if assigned at battalion level or lower, should be assigned only to a unit of the regiment to which he is affiliated.

Chapter 4

Rotating COHORT Battalion Unit Movement System

4–1. General

This chapter provides policy guidance governing the formation, maintenance, and deployment of rotating COHORT battalions between locations in CONUS and OCONUS. The following topics are addressed:

- a. Critical events schedules (*see* app C, para C–3).
- b. Accession policy.
- c. Personnel management policies and procedures.
- d. Training (chap 6).
- e. Readiness (chap 7).
- f. Logistics and housing (chap 8).
- g. Family support planning (chap 9).

4–2. Accession policy

This paragraph provides guidance for accessing initial term soldiers in combat, combat support, and combat service support MOS for designated rotating COHORT battalions.

a. *CONUS/OCONUS first term personnel assignment points.*

(1) All skill level 1 (SL1) MOS requirements for the CONUS/OCONUS battalion are provided to the installation or theater by MILPERCEN from the training base. Exceptions are those SL1 soldiers already assigned to the unit who extend or reenlist to remain with the unit.

(2) Skill level 2 through 5 substitution guidelines.

(a) At least 90 percent of all skill level 2 through 5 positions should be filled with skill level 2 through 5 soldiers. Up to 10 percent of all skill level 2 through 5 positions may be filled with skill level 1 soldiers from the IET package, other training base assets, or from the sustaining base. Utilizing SL1 soldiers in these positions will allow an opportunity for promotion growth within the unit.

(b) The population of SL1 soldiers in the battalion cannot drop below the division average, to include those filling SL2 positions.

(c) The aggregate strength of E5–E9 in the battalion cannot drop below the division average.

(3) HQDA (DAPE–MPU) will provide COHORT fiscal year accession requirements to HQDA (DAPE–MPM–TR), USA MILPERCEN (DAPC–PLT), and HQ, TRADOC (ATTG–M) prior to the annual Structure Manning Decision Review (SMDR). This will ensure that COHORT training requirements are integrated into the ARPRINT, they are resourced, and they are scheduled without a detrimental affect on the total Army’s training requirements. The SMDR is the forum that validates Total Army training requirements 3 years prior to execution.

(4) All accession requirements for combat arms MOS in CMF 11, 13, and 19 in designated battalions will be placed upon the Recruit Quota Enlistment System and recruited as packages under Option 9–23, U.S. Army COHORT Enlistment Option, for enlistment terms of 3 or more years plus training time (Variable Enlistment Legislation). Accession requirements are expected to provide designated fill of E3/E4 authorizations in COHORT battalions with IET initial term soldiers trained as packages and assigned to battalion level by MILPERCEN during the designated personnel assignment windows for both the CONUS and OCONUS battalions.

(5) Accession requirements for low density CS/CSS MOS (10 or more requirements) for COHORT battalions should be placed upon REQUEST and recruited under Option 9–23, U.S. Army COHORT Enlistment Option as individuals for 3 or more years plus training time. Special instructions of the assignment order (AR 310–10) will

specify that the soldier is assigned to a COHORT battalion and will not be diverted without prior approval from MILPERCEN. Requirements for other CS/CSS MOS (less than 10 requirements) will be satisfied using 4-year enlistees.

(6) HQDA (DAPE-MPU) will provide specific COHORT unit accession requirements to appropriate agencies not later than 180 days prior to scheduled Reception Station Date (RSD) to ensure that training capacity is available and recruiting requirements are met. This applies to both start-up and steady state.

b. CONUS/OCONUS top off at rotation.

(1) It is possible that there may be unprogrammed losses prior to rotation which would prevent gaining commands from receiving a battalion that has sufficient strength to maintain its authorized level of organization (ALO) to respective first term reload points. Such unprogrammed losses may make it necessary to provide a top off package to CONUS or OCONUS locations at the time of rotation to bring the strength of a rotating COHORT battalion to the required CONUS/OCONUS personnel manning levels. The losing installation/command retains the requirement to ensure that the rotating battalion meets the minimum deployment strength floor specified in appendix D.

(2) It is the primary responsibility of the losing installation or command to identify its projected rotation strength to MILPERCEN and to submit its requisitions to MILPERCEN for a rotating COHORT battalion using the respective CONUS/OCONUS MTOE authorizations. These authorizations will be furnished to the MACOMs by DCSOPS in the unit movement directive (app L) not less than 365 days (12 months) prior to deployment.

(3) MILPERCEN will provide a top off package of initial term soldiers, to include OBV 3 officers, and careerists sufficient in size and composition to raise the deployment strength of a rotating COHORT battalion to the mandated strength levels in appendix D. Where possible, MILPERCEN, in coordination with the TRADOC training base, will organize these packages with soldiers that have trained together in the same training unit to maximize cohesion. Top off packages will arrive not earlier than 2 months prior to rotation or not later than 2 months after rotation.

4-3. Personnel management policies and procedures

a. Concept. This section provides personnel management policies for implementation of COHORT battalion rotation in the steady state. It focuses on the two key phases of the COHORT battalion rotation life cycle, the CONUS phase and the OCONUS phase. Within the context of these phases, it describes the critical events which occur in each phase and the personnel management policies applicable to each event.

b. CONUS phase (3 years).

(1) Event No. 1—gain/loss actions for the period of battalion rotation to CONUS until the CONUS first term reload point (18 months).

(a) Officers who have completed a minimum of 48 months stabilization in the unit during this phase may be reassigned only during prescribed commander's assignment windows or for authorized exceptions (app G).

1. The installation or division commander will select officers for assignment to the rotating COHORT battalion from assets already assigned (or being assigned) to the installation or division. Army Medical Department ((AMEDD) officers may be specifically designated for COHORT units by the Office of the Surgeon General (OTSG)). If requirements cannot be met by currently assigned or incoming officers, the installation will inform the Officer Personnel Management Directorate, MILPERCEN (DAPC-OPD-A), WASH DC 22332-0400 of its requirements in accordance with AR 614-185, not later than 180 days prior to the requirement month.

2. To assist in determining what requirements are necessary for manning during this phase, the appropriate OCONUS commander will notify the gaining installation not later than 6 months prior to rotation to CONUS of those officers who will complete stabilization during the CONUS phase and their projected release date.

3. Every attempt should be made to assign newly commissioned lieutenants who are expected to be able to meet the 48-month stabilization requirement. However, this does not prohibit the assignment of OBV-3 officers to COHORT battalions. In assigning officers to COHORT battalions, only captains who are advanced course graduates should be assigned to command companies or batteries in COHORT battalions.

4. Since CAS3 attendance is either a TDY in conjunction with permanent change of station (PCS) or TDY and return course, all eligible officers already assigned to the battalion will complete CAS3 and rejoin the COHORT battalion either prior to or after rotation.

5. Officers who have been on station 12 to 18 months or longer will not be assigned to a COHORT battalion during the CONUS phase assignment windows without approval of the appropriate Career Management Division, MILPERCEN. To maintain tour equity and CONUS stability, officers who have returned from an overseas assignment within 12 months of a battalion rotation to CONUS will not be selected for assignment to a COHORT battalion unless they volunteer and have the approval of the appropriate Career Management Division at MILPERCEN. Officer strength requirements for a rotating COHORT battalion are contained in appendix D.

(b) Careerists (soldiers on second or subsequent reenlistment) who have completed a minimum of 48 months stabilization in the unit during this phase may be reassigned only during prescribed commander's assignment windows or in accordance with authorized exceptions (app G).

1. Career enlisted personnel requirements during this phase will be filled first from assets at the installation or from personnel assigned to the COHORT battalion by MILPERCEN. If requirements cannot be met by existing NCO assets

at the installation, the installation should resolve the situation with the Enlisted Distribution Operations Center, MILPERCEN (DAPC-EPS-D). Requisitioning procedures outlined in AR 614-200, chapter 2 will be followed and accomplished in coordination with CONUS Installations Branch (DAPC-EPS-I), Enlisted Distribution Division, MILPERCEN not later than 180 days prior to the requirement month.

2. To assist in determining what requirements are necessary for manning during this phase, the appropriate commander will notify the gaining installation not later than 6 months prior to rotation to CONUS of those career enlisted who will complete stabilization during the CONUS phase and the projected completion date.

3. Reenlistment guidelines are contained in appendix F.

4. Careerist strength requirements for COHORT battalions are contained in appendix D. To maintain tour equity and CONUS stability, careerists who have returned from an oversea assignment within 12 months of battalion rotation to CONUS will not be selected for assignment to a COHORT battalion unless they volunteer and have the approval of the appropriate Career Management Division at MILPERCEN.

(2) Event No. 2—CONUS first term reload. This occurs at the midpoint (18 months) of the CONUS 3-year life cycle.

(a) All skill level 1 requirements for the CONUS rotating COHORT battalion at the initial/first term reload point will be provided to the installation by MILPERCEN in accordance with paragraph 4-2 and appendix D. All soldiers assigned at the initial/first term reload point must have the same ETS month.

(b) The battalion's initial term soldiers in combat, CS, and CSS MOS will be recruited and trained, where possible, as packages and assigned to the battalion by MILPERCEN during designated first term fill window (para 4-2).

(c) Skill level 1 CS/CSS soldiers not grouped in packages will also be assigned to the battalion by MILPERCEN during the same time period. The number of first term CS/CSS soldiers required may decrease based upon volunteers from the installation for assignment to the battalion. The installation must provide a list of names of volunteers to MILPERCEN at least 180 days prior to arrival of first term packages. MILPERCEN will provide names of these individual fillers to the installation 60-90 days prior to their arrival (para 4-2, accession policy).

(d) There will be no assignments out of the battalion for officers or careerists during the period 3 months prior to and 3 months after the CONUS first term reload point (app G).

(e) First term soldiers of a COHORT package who do not complete IET on schedule cease to be considered members of that COHORT package. Their contracts should be renegotiated, if required, for reassignment in accordance with the needs of the Army.

(3) Event No. 3—CONUS predeployment actions. These actions normally occur 6 months prior to rotation.

(a) There are no gain/loss actions during this phase other than those which are unprogrammed. Installations will replace unit attrition losses if strength levels fall below the required minimum deployment strength (C1 of ALO) of the battalion (app D). This will be accomplished using installation assets and requisitioning a backfill from MILPERCEN using emergency requisition procedures.

(b) MACOMs will submit requests for a unit move approval to HQDA DCSOPS (DAMO-ODO) not less than 13½ months prior to rotation. (See app L for format and required information.)

(c) ODCSOPS will publish a unit movement directive not less than 12 months prior to rotation of the COHORT battalion. This movement directive will contain the necessary aggregate OCONUS unit MTOE authorizations to assist the losing installation or command in determining the required number of requisitions for the top-off package at rotation to the OCONUS location. The MACOM will publish a unit movement order not less than 6-months prior to rotation. The MACOM will provide a copy of the Unit Movement Order to the OCONUS sister rotating COHORT battalion. The battalion should be screened for nondeployable soldiers upon entry of each soldier into the unit, again upon receipt of the unit movement order, or as circumstances occur which prevent deployment. Soldiers who are identified as permanently nondeployable will be reassigned from the battalion and replaced by installation assets. The commander will ensure that necessary administrative actions are taken to prepare unit personnel for oversea movement.

(d) To ensure availability for deployment training, soldiers should be sent only to those schools which allow return not later than 180 days prior to deployment or as determined by the battalion commander. (See app G for exceptions.)

(e) No assignment will be made out of a COHORT battalion within 180 days prior to rotation except for personnel categorized as nondeployable (AR 614-30, para 2-5) and except as noted in appendix G.

(f) If applicable, and not less than 180 days prior to rotation, the losing installation or command will submit required requisitions to MILPERCEN for officers, NCOs, and initial/first term soldiers required for the top-off package designed to raise the manning levels of the rotating COHORT battalion to the levels mandated in appendix D. The losing installation or command will use the appropriate OCONUS MTOE as the basis for determining the number of requirements for manning and should coordinate these with the gaining commander prior to submission to MILPERCEN.

(g) The losing installation or command will also forward a roster of deploying officers/careerists and initial term soldiers to MILPERCEN, ATTN: DAPC-EPS-1 (enlisted); DAPC-OP (officers); and to the gaining OCONUS commander not less than 180 days prior to the deployment date.

(4) Event No. 4—rotation to OCONUS location.

(a) Based upon the requisitions and deployment rosters provided by the losing installation/command, MILPERCEN

will ensure that appropriate top off packages of Officers, NCO, and initial/first term soldiers are assigned to the rotating battalion at the OCONUS location during the period that the battalion executes its phased rotation. Every attempt should be made to assign initial term unaccompanied 2-year enlistees to the battalion. Officers, NCOs, and initial termers assigned at this point to a rotating battalion will be provided as an exception to the stabilization policy articulated in appendix G and they will serve the “with dependents” or “all others tour.”

(b) Deployment Strength floors (app D).

(c) Leave policy is in accordance with AR 630–5, and paragraph 3–4(c) this regulation.

c. *OCONUS phase (3 years).*

(1) Event No. 1—Gain/Loss actions for the period covering rotation to the OCONUS location to the OCONUS First Term Reload Point (18 months).

(a) Officers. OCONUS requirements generated during this phase as a result of officers completing their “all others tour” (18 months for COHORT soldiers who are serving unaccompanied tours) will be filled by the OCONUS commander. In anticipation of replacements for those soldiers selected, if required, the OCONUS command will requisition using normal requisitioning procedures. To the extent possible, priority should be given to replacing losses at this point with incoming theater assets and designating them to serve an “all others” tour of 18 months, through cross-leveling, or through assignment of soldiers who can meet stabilization requirements. With the exception of those personnel completing their “all others” tour, there will be no assignments out of the battalion during the period 3 months prior to and 3 months after the OCONUS first term reload point (app G).

(b) Enlisted. (See(a) above.)

(2) Event No. 2—OCONUS first term reload. Occurs at the midpoint of the OCONUS 3-year Life cycle.

(a) Skill level 1/initial term soldier replacement packages from the training base and other first term soldier requirements will be provided by MILPERSEN to the OCONUS battalion in accord with the manning profiles at appendix D.

(b) First term soldiers who are serving a 36-month tour with the battalion and have 18 months remaining on current tour will be afforded the opportunity to continue their service with the battalion. They should be considered for a leadership position if their performance merits such an assignment.

(c) If they desire, initial term soldiers, who have completed their required tour length and whose term of service is to expire, may reenlist for any of the available reenlistment options in accord with AR 601–280 or ETS from the Army. However, if reenlistment is for the present unit and to concurrently extend their ETS, they will be stabilized as careerists in accord with the stabilization policies at appendix G that are applicable to careerists.

(3) Event No. 3—OCONUS predeployment actions. These actions normally occur 6 months prior to rotation.

(a) There are no gain/loss actions in this phase other than replacement of unprogrammed losses. MACOMs will replace unit attrition if strength levels fall below the required deployment strength levels of the battalion. To the extent possible, replacements should come from in-country assets with less than 6 months remaining to date eligible for return from overseas (DEROS).

(b) MACOMs will submit requests for unit move approval to HQDA DCSOPS (DAMO–ODO), WASH DC 20310–0300 not less than 13½ months prior to rotation. (See app M for format and required information.)

(c) A unit movement directive (app L) will be published by HQDA ODCSOPS not less than 12 months prior to rotation of the OCONUS COHORT battalion. The movement directive will contain the necessary aggregate CONUS unit MTOE authorizations to assist the losing command in determining the required number of requisitions for the top-off package at rotation to the CONUS location. The unit movement order will be published by the OCONUS MACOM not less than 6 months prior to rotation. A copy of the Unit Movement Order will be provided the CONUS rotating COHORT sister battalion.

(d) No assignments will be made out of the OCONUS COHORT battalion within 180 days prior to rotation, except as noted in appendix G.

(e) If applicable, and not less than 180 days prior to rotation, the losing command will submit required requisitions to MILPERCEN for officers and NCOs and skill level 1 soldiers required for the top-off package designed to bring the manning levels of the rotating battalion to the desired minimum deployment strength levels (app D).

(f) The OCONUS command will also forward a unit roster of deploying officers/NCO and initial/first term soldiers to MILPERCEN ATTN: DAPC–EPS–1 (enlisted) and DAPC–OP (officers) and the gaining installation not less than 180 days prior to the rotation date.

(4) Event No. 4—rotation to CONUS.

(a) The losing command will provide requisitions and deployment rosters to MILPERCEN 180 days prior to rotation. Based on these requisitions and rosters, MILPERCEN will ensure appropriate replacement packages of initial/first term soldiers, NCOs, and officers are assigned to the rotating battalion. These soldiers will be assigned at the CONUS location during the period in which the battalion executes its phased rotation. Initial term soldiers assigned should be 2-year enlistees.

(b) Deployment strength floor. (See app D.)

d. *Personnel policies applicable to both CONUS—and OCONUS-based rotating battalions.*

- (1) Strength profiles. (See app D.)
- (2) Stabilization policy. (See app G.)
- (3) Dual accounting system (off-line management, CONUS battalions only). The presence of COHORT battalions on an installation is a strength management consideration. The cost of manning a COHORT battalion must be equitably shared throughout the Army in accordance with current distribution guidance. MILPERCEN will manage enlisted COHORT levels separately in order to provide the difference in strength levels between installation average by grade/MOS and that which is required for COHORT battalions. Installations will requisition for enlisted fill to MILPERCEN for requirements which are above the installation average by grade/MOS in order for the COHORT battalion to meet its prescribed manning levels.
- (4) Reenlistment/extension policy. (See app F.)
- (5) Promotions. Existing promotion regulations apply for all grades (officers and enlisted) except for accelerated promotions to the grades of E2, E3, and 4. (See apps 1 through K for additional guidance.)
- (6) Schooling. (See app G.)
 - (a) There are no changes in the selection procedures for Army schools (AR 351-1). However, attendance should be programmed to coincide with one of the commander's assignment windows.
 - (b) While the stabilization criteria explained in appendix G is critical to unit cohesion (48 months—officers and careerists; 36 months—initial term soldiers), no soldier will be restricted from professional development schooling.
 - (c) Soldiers should be programmed, where possible, in a "TDY and return" status, for attendance at an Army School during commander's assignment windows. (See app G for exceptions.)
 - (d) Every attempt should be made to return a soldier to his battalion not later than 6 months prior to rotation CONUS/OCONUS.
 - (e) Officers may attend the advanced course or CAS3 prior to completion of stabilization; however, return of these individuals to the unit will be based on the desires of the chain of command and will be approved by MILPERCEN on a case by case basis. (See app G for exceptions to stabilization.)
 - (f) Officers assigned to an OCONUS battalion should plan to attend these schools after rotation to the CONUS location or completion of the appropriate OCONUS tour.
 - (g) NCOs will be permitted to attend the SGM Academy prior to completion of the normal 48-month requirement for stabilization. However, these soldiers should be sent to school only during the commander's 9-month assignment windows, class dates permitting, and returned to the battalion not later than 6 months prior to rotation OCONUS. (See app G for exceptions to stabilization.)
 - (h) Soldiers may apply for any of the commissioned or warrant officer procurement programs at any time during the COHORT unit life cycle. If selected, they will be permitted to attend.
- (7) Cross-leveling. Personnel assigned to a COHORT battalion will not be cross-leveled with other battalions, except as authorized in appendix G. However, cross-leveling is permitted within a COHORT battalion.
- (8) Soldier considerations.
 - (a) Family members. Soldiers will comply with current regulatory authority in requesting family member travel.
 - (b) Pay policy. Current regulations apply for subsistence allowance, family separation allowance, variable housing allowance, and station housing allowance. Soldiers granted concurrent travel while waiting for quarters will be authorized up to 60 days of temporary lodging allowance in OCONUS, up to 2 days temporary lodging expense in CONUS (rotation for CONUS to OCONUS), or up to 4 days temporary lodging expense in CONUS (OCONUS to CONUS).
 - (c) Leave policy. Leave policies will be in accord with AR 630-5 and paragraph 3-4(c) of this regulation. Commanders are strongly encouraged to schedule "block leave" for all assigned members of a rotating COHORT battalion during the period immediately preceding or following rotation of the unit.
 - (d) Housing policy. (See chap 8.)
 - (e) Individual deferment. Individual deferment from deployment under unusual circumstances may be granted for up to 90 days (AR 614-30, chap 6). Individual deferments of greater than 90 days will require a deletion and a replacement in the unit. Current regulation and policies apply for POV shipment, passport/VISA, postal service, and shipment and/or storage of household goods.
- (9) Request for favorable personnel actions. The submission and approval of favorable personnel actions that would remove the soldier from the unit during periods of stabilization will be addressed as follows.
 - (a) Officer or career enlisted favorable personnel actions, with few exceptions, should allow departure from the unit only during the commander's open assignment windows (app G).
 - (b) Since the initial term soldiers are stabilized in the battalion for 3 years of assignment, execution of such approved personnel actions should be deferred. However, the provisions of appendix G apply.
- (10) Rotating battalions will be processed for movement in accord with AR 220-10.
- (11) Soldiers with exceptional family member(s) are considered deployable, but should be identified at the earliest possible point in the assignment process. If their special requirements cannot be met at the location to which the unit

will be deployed, they will be deleted from assignment to the unit or be encouraged to volunteer for a COHORT specific “all others” tour (18 months).

Chapter 5

Nondeploying and Nonrotating COHORT Unit Replacement System

5-1. General

This chapter provides guidance governing the formation and maintenance of nondeploying and nonrotating COHORT units on a 3-year life cycle located in CONUS and in long tour areas OCONUS. The following guidance concerning COHORT nondeploying and nonrotating companies, batteries, and battalions is addressed:

- a. Critical events time line (table C-4).
- b. Accession policy.
- c. Personnel management policies and procedures.

5-2. Development of nondeploying and nonrotating COHORT units

a. During the initial development (concept) and implementation of the COHORT Unit System, it was decided that 9 of the 20-company level combat arms units organized would spend their complete 3-year life cycle in CONUS. The other 11 would be scheduled for deployment to either Europe or Korea.

b. Since then additional units have been designated as nondeploying COHORT units based upon force structure changes (for example, 9th Infantry Division converting to “High Tech” and the new Light Infantry Division concept) and based on mission requirements.

c. The policies and procedures discussed in this chapter are those necessary to define nondeploying/nonrotating COHORT units and to specify the personnel management techniques and policies (for example, stabilization) which differ from the information contained in chapters 3 and 4 pertaining to COHORT deploying units.

5-3. Nondeploying COHORT units

a. Personnel management policies and procedures, training, readiness, logistics and housing, and family support planning guidance for nondeploying COHORT companies/batteries and battalions is essentially the same as that described in chapters 3, 4, 6, 7, and 8; and appendixes C through K.

b. Nondeploying and nonrotating COHORT combat arms units have a definitive life cycle of 3 years whether formed at the company, battery, or battalion level. Like deploying COHORT companies and batteries, they disestablish at the end of their life cycle. These units remain in one location for the complete life cycle. Such units may be formed in CONUS or OCONUS.

c. The nondeploying COHORT unit is designed without an intermittent commander’s assignment window during the 3-year cycle. All soldiers (officers and enlisted) will be assigned to the COHORT unit on its formation date to serve with the unit until the end of its life cycle and unit disestablishment. Both cadre and initial term soldiers will be assigned in an aligned fashion (that is, so that their term of service allows stabilization and service together for the life cycle of the unit).

d. The 3-year life cycle of COHORT battalions formed OCONUS (for example, formed to support 25ID(L) and 61D(L)) is influenced by the overseas tour lengths prescribed in AR 614-30 and appendix G. Soldiers selected to fill requirements in these units may serve the “with dependents” 36-month tour or the 18-month COHORT “all others” tour. In essence, gain/loss actions may be required at the 18-month point in the OCONUS-based nonrotating COHORT battalion life cycle. (See para 5-8.)

e. Stabilization guidance for nondeploying COHORT units is at appendix G.

5-4. OCONUS nondeploying midterm gain/loss actions

a. Under normal circumstances, no gain or loss actions (less unprogrammed losses) occur during the 36-month COHORT unit life cycle. However, the 3-year life cycle of a nondeploying COHORT unit formed in a long tour area OCONUS is influenced by the “with dependents” and “all others” tour lengths prescribed by AR 614-30 for long tour areas.

b. Requirements may be generated at the 18-month point as a result of COHORT soldiers completing their COHORT “all others” tour of 18 months. To the extent possible, priority should be given to replacing losses with incoming theater assets scheduled to serve an “all others” tour of 18 months, through cross-leveling within the command or, if required, by requisitioning replacements using normal requisitioning procedures.

5-5. Disestablishment (completion of unit life cycle)

a. *Nondeploying/nonrotating COHORT units located in CONUS.*

- (1) Initial term soldiers.

- (a) Three-year initial term enlistees who elect not to reenlist will be separated under the provisions of AR 635–200.
- (b) Those initial term soldiers who exercise a reenlistment option in accord with AR 601–280 will comply with the assignment instructions issued in conjunction with the appropriate reenlistment option.
- (c) Initial term soldiers, with time remaining on current enlistment (for example, 4-year enlistees) will become available for assignment as military requirements dictate.
- (d) Initial term soldiers completing the unit life cycle of their COHORT unit identified to fill or assigned against a requirement in a second COHORT unit, will be required to serve with that second unit only until expiration term of service. At ETS they may elect to separate or exercise any reenlistment option for which they are otherwise eligible. (See app F.)
- (2) Officers/career enlisted soldiers.
 - (a) These soldiers will have stabilization codes removed from their files and be available for assignment against worldwide requirements.
 - (b) Officer and enlisted soldiers who have completed or are completing a COHORT unit life cycle will not be selected for assignment to a subsequent (back to back) COHORT unit without prior approval of CDR, MILPERCEN.
 - b. *Nondeploying/nonrotating COHORT units located in OCONUS.*
- (1) Initial term soldiers.
 - (a) Initial term soldiers who are at ETS and elect not to reenlist will be separated under the provisions of AR 635–200.
 - (b) Initial term soldiers who have no further overseas obligation will be reassigned by MILPERCEN TO CONUS.
 - (c) Initial term soldiers who have time remaining to complete the prescribed overseas tour will become command assets for disposition.
- (2) Officers/career enlisted.
 - (a) Career soldiers concurrently completing a COHORT unit life cycle and overseas tour will be reassigned by MILPERCEN to CONUS in accordance with the needs of the Army.
 - (b) Career soldiers who have time remaining to complete the prescribed overseas tour will become command assets for disposition.

Chapter 6 Training

6–1. General

This chapter addresses the training policies and procedures to be followed in support of the COHORT Unit System. This guidance concerns all types of COHORT units.

6–2. Concept

The concept for training within COHORT units under the New Manning System consists of IET and training in the unit. Training in the unit is further broken down into COHORT Leader Training, Initial COHORT Unit Training (ICUT), sustainment training, and, where necessary, predeployment training. This concept will, where necessary, differentiate between training phases as they refer to a specific type of COHORT unit replacement or unit rotation model. The training phase schedules in figures 6–1 through 6–4 depict all situations. (Figures 6–1 through 6–4 will be found at end of last chapter.)

6–3. COHORT package formation/sustainment

a. *Combat arms.*

(1) COHORT initial term personnel will be accessed in unit size packages (battalion/company/battery) to arrive at the reception station from USAREC within a 7-day window (3-day window for separate companies and batteries). They will be identified by the use of the COHORT labels on the individual enlistment packets provided by USAREC. Following in-processing, the COHORT personnel will be assigned to available training companies. The intent here is to maximize the training company capacity and not necessarily to break the COHORT personnel into MTOE COHORT unit size packages (that is, two training companies may be able to train a number equal to the first term soldier requirements of a battalion). However, it must be emphasized that cohesion is predicated on crew, squad, and platoon integrity being maintained during one station unit training.

(2) Upon arrival at FORSCOM these personnel will join their chain of command and be formed into MTOE companies. Commanders of FORSCOM units should make every attempt to keep these soldiers who have trained as squads and platoons in IET together. If training seats are available in a training company after the COHORT personnel are assigned, the remainder of the training company may be manned with additional trainees. These additional trainees should be personnel without assignments following training or personnel with assignments to the same installation as

the COHORT personnel. COHORT personnel will be issued the unit patch for the division to which they will be assigned at the beginning of IET.

(3) Since the input for the size of the COHORT unit has been computed based on a projected attrition from training, some units may complete training with excess personnel. If such excess personnel exist, these personnel should be assigned to FORSCOM with the package.

(4) If, on the other hand, attrition for the battalion-size package is higher than expected, TRADOC will augment the COHORT package. Where possible, personnel should be utilized that are from the same training company, but without follow-on assignments or with assignment instructions to the same installation as the COHORT package.

(5) The goal established for the number of personnel that TRADOC will move to FORSCOM or the OCONUS MACOM will be 100 percent of the FORSCOM or OCONUS strength profile for initial/first term primary career management field as indicated in appendix D. TRADOC installations will be required to coordinate the assignment of filler personnel with MILPERCEN (DAPC-EPT-I). Training issues and requirements for the COHORT personnel, such as missed training days, makeup training, failures, and waivers, will be based on the training unit's recommendations and noted on the individual's training records. Decisions as to status of trainees (in other words, graduate/recycle/and so forth) will be made by TRADOC trainers.

b. CS/CSS. Initial term CS/CSS personnel will be handled in much the same manner as combat arms personnel.

(1) If the number of initial term personnel requirements for a given primary military occupational specialty (PMOS) is 10 or greater, they will be recruited using 3-year variable enlistment legislation (VEL) and packaged. They will attend basic training/advance individual training (BT/AIT) as a group and will be delivered to the gaining unit as a package.

(2) However, if the requirement for a PMOS is less than 10, the soldiers will be recruited, as 4-year enlistees. They will be scheduled to arrive in the gaining unit at the same time as the combat arms personnel.

c. Handoff of COHORT IET personnel to gaining unit.

(1) Upon completion of IET requirements, TRADOC cadre will transfer the OSUT-trained personnel to their gaining FORSCOM cadre. The FORSCOM-selected cadre will arrive at the TRADOC installations prior to graduation to meet with the TRADOC training cadre and brief the trainees. As part of the discussion of training progress of COHORT packages, the training unit cadre will provide a recommended, by name, manning roster for the MTOE organization. The FORSCOM installation will provide the training units with suitable forms for this purpose. Candidates for NCO substitution will be identified based on their performance and demonstrated potential.

(2) In coordination with FORSCOM, TRADOC will initiate transportation requests to support movement of trainees to the FORSCOM installation upon graduation from OSUT when leave en route is not approved. Spaces for return travel of FORSCOM cadre must be included when arranging group transportation.

(3) Leave will be granted in accord with those procedures established in the personnel management section discussed in chapters 3 and 4.

(4) TRADOC and the receiving MACOMs will identify and provide other resources as required.

6-4. COHORT training

Figures 6-1 through 6-4 outline the training phases of a COHORT unit.

a. Initial entry training. Initial term packages are managed in the same manner as combat arms packages. Personnel not in COHORT packages will move through IET as individuals.

(1) For combat arms, this phase of training (lasting 3 to 4 months) begins at TRADOC when a COHORT package of initial term soldiers arrives. These personnel are broken into packages that will maximize the training base capacity. Initial entry training is conducted through one station unit training.

(2) For CS/CSS, this phase of training (lasting from 3 to 6 months, depending on MOS) is conducted in TRADOC under the BT/AIT training phases.

b. Training the the unit.

(1) This phase of training is conducted by both FORSCOM and the OCONUS MACOM. There are several phases that make up training in the unit. The TRADOC leader training program is designed to accommodate the unique leadership and training challenges that confront the leader in a COHORT unit. The unit leaders will be assigned/stabilized in the unit at least 60 days prior to unit formation (60 to 75 days in ID(L) COHORT units). The leader training program consists of two phases: Phase I at the FORSCOM installation and Phase II at the TRADOC training base. The program is designed to enhance leader competence in weapon systems proficiency and "how to train" methodology. Tactical, technical, physical, and psychological development form the basis for the total program of instruction. The initial COHORT training phase must be planned using Battalion Training Management System principles. Initial training efforts should concentrate on drills and the individual and leader tasks required for drill proficiency.

(2) Training will be evaluated using the Individual Training Evaluation Program and Army Training and Evaluation Program (ARTEP) components (commander's evaluation, skill qualification test (SQT) results (if available), common task test results, internal evaluation, and so forth). New Equipment training (NET) training will be integrated (if appropriate) in accord with AR 350-35. The standard for ARTEP/mission proficiency is successful completion of an

ARTEP external evaluation and the next higher commander's evaluation of overall mission capability. For field artillery battalions, this would also include completion of nuclear certification, if applicable.

(3) Once the battalion has attained ARTEP standards, a sustainment training program must be designed and executed that builds on proficiency. Individual skills expanded beyond those taught in IET, cross-training between crews in various skills, contingency training, and environmental training are but a few areas that can be expanded. Given that turbulence will be very low, challenging, demanding, and imaginative training must be planned once ARTEP proficiency is reached.

(1) The NMS provides the opportunity for predeployment training and institutionalizing the exchange of trained, mission-oriented units between CONUS and OCONUS areas of operation.

(2) The predeployment training period should consist of at least four categories of activities:

(a) Individual training.

(b) Collective training.

(c) Operational preparation.

(d) Preparation for overseas movement (POM).

(3) It is the responsibility of the COHORT battalion (parent battalion headquarters of a separate COHORT company or battery) to initiate coordination with the gaining command in order to develop standardized predeployment training requirements. CONUS soldiers should be individually trained in accord with the counterpart (paired) OCONUS unit's training directives and procedures where appropriate.

(4) Examples include conducting nuclear training requirements, military drivers testing and licensing, and theater-unique programs such as the Soviet Military Liaison Mission, Status of Forces Agreement and the 1-Kilometer Zone. Collective training will involve OCONUS mission-oriented exercises, special area training, and current external evaluations to ensure COHORT units achieve published training standards prior to deployment from the CONUS installation.

(5) For operational preparation, prior to deployment, paired units (rotating battalions only) should exchange liaison teams, review each other's standard operating procedures (SOPs) and contingency plans, and plan for equipment maintenance and inventory actions. Deployment plans, emergency readiness exercises, and general defense plan related training will receive special emphasis. Commanders of separate, deploying COHORT companies or batteries, with the assistance of their chain of command, should initiate coordination with the gaining CONUS command. This should be done to obtain appropriate information on the OCONUS area of operations, contingency plans, gaining unit SOPs, and other special areas of concern.

(6) In order to expedite individual and unit in-processing, all possible administrative processing normally accomplished in the OCONUS area, that can be performed in advance, will be included in the predeployment training.

Chapter 7

Readiness

7-1. General

This chapter provides guidance on the readiness aspects of the COHORT Unit System. It concerns all types of COHORT units. The attainment, sustainment, and reporting of appropriate readiness levels in COHORT units is the focus of this chapter.

a. NMS emphasis on readiness. The primary goal of the New Manning System and, specifically, the COHORT Unit System is to provide personnel stability, thereby fostering cohesion and providing opportunities for higher levels of unit readiness through enhanced training.

b. Enhanced readiness. Enhancement of combat readiness is accomplished by providing a stabilized personnel environment which allows the commander to train his COHORT unit to increased levels of proficiency, without the problems of a random flow of inexperienced soldiers into the unit with the simultaneous outflow (also on a random basis) of the experienced, trained soldiers. By contract, the Individual Replacement System allows a commander to sustain unit proficiency at a level inversely proportional to the personnel turnover rate. Under the COHORT Unit System, there is a trade-off for the potential of increased combat readiness. The unit may experience periods of reduced readiness or reduced proficiency at specific points during the unit life cycle. However, because these periods are predictable, and there is overall stability, the commander can plan for his unit's "down time," much as is done for periodic scheduled maintenance of weapon systems in the Army's inventory. In addition, he can more readily influence and predict the level of unit readiness during the periods between critical nodes.

7-2. COHORT unit readiness

Critical nodes in unit readiness occur during the unit life cycles of the COHORT unit, based on the model under which the unit exists. Normally, the following events occur:

a. Replacement of initial term soldiers. Initial term soldiers are replaced in bulk packages from the training base at

specific times, based on the life of the COHORT unit. This will cause an initial training focus on individual skills, then on collective skills which bring the unit to the desired standards of training proficiency.

b. Replacement of leaders and career soldiers. In the Battalion Rotation Model (long tour) newly assigned leaders and career soldiers join during specified personnel assignment windows. The unit may experience a bulk assignment of leaders under the 36/36 battalion rotation model, but only during “start-up” (fig C-3).

c. COHORT unit deployment and rotation. Selected COHORT units deploy to OCONUS locations. Other COHORT units, designated as rotating COHORT battalions, rotate between CONUS and OCONUS locations. Upon arrival at the gaining command’s location, a brief period of familiarization with terrain, mission, and special contingency plans can be expected. However, much of this period may be offset by specific predeployment training and coordination designated to prepare the unit for mission assumption in the shortest possible time after arrival.

7-3. Readiness reporting

a. Procedures. Procedures for reporting the readiness status of COHORT units are governed by AR 220-1 and this chapter.

b. Overall readiness rating. The overall rating and the training or personnel categories causing COHORT unit status degradation may be reported C-5 during transition when authorized by responsible MACOMs. A C-5 rating may be reported until the unit is C-3 or better in personnel and training as long as rating limitations are caused by an HQDA-directed transition. MACOMs must review the status of units awarded a C-5 rating every 6 months to determine if a C-5 rating is still warranted and evaluate actions being taken to improve the status of the unit. Transition periods are defined as those periods of time which begin when a COHORT unit reports a C-rating in the personnel and training Unit Status Report (USR) categories equal to or greater than its ALO.

c. Reporting prior to unit movement. COHORT battalions will report an overall C-rating of C-5 in the last report submitted before the unit moves to a new duty station. This rating will remain in effect until the unit’s next report is submitted.

d. Parent unit reporting. Parent COHORT units will address the COHORT portion of the unit in the available strength percentage (PSPER), available MOS trained percentage (MSPER), and available senior grade percentage (SGPER) formats. For example, a battalion containing a COHORT company will submit a status report for the battalion as a whole including in its figures the COHORT company. Additionally, the battalion commander will enter COHORT RPT (COHORT REPORT) as the last PSPER, MSPER, and SGPER entry. Following the COHORT RPT entry, the commander will address the COHORT portion of his unit alone in the PSPER, MSPER, and SGPER formats of AR 220-1. If additional space is required, the commander may submit an additional RA2 card in the category necessary. A full COHORT battalion (a unit with all subordinate elements COHORT) will enter COHORT RPT at the end of the ready reason comments.

e. Reporting of available senior grade strength. When computing the available senior grade strength, commanders of COHORT battalions and commanders of non-COHORT battalions with one or more COHORT companies or batteries will count soldiers in grade E4 as E5, if they have been designated to serve in E5 positions in a COHORT unit and also are included in the 10 percent skill level 1 substitution manning category. The number of E4 counted as E5 will be noted in the unit’s SGPER card (for example, COHORT E4-15).

f. COHORT unit exemption from reporting during movement. COHORT units will be exempt from reporting when the main body is in movement on the “as of date” of a report, until one reporting period after the arrival of the last element of the main body at the new duty location. Non-COHORT battalions assigned a COHORT company or battery will exclude that unit from their Unit Status Report when it is in movement on the “as of date” of a report.

g. Narrative comments. Commanders continue to have the option of addressing any resource area impacting on units positively or negatively in the narrative portion of the USR.

7-4. Nuclear qualification

a. Artillery battalions with nuclear capability will be required to attain and maintain nuclear qualification in accord with standards and procedures of respective MACOMs.

b. During critical nodes of a COHORT unit’s life cycle (particularly those in which initial term soldiers and leaders are replaced in quantity), it will be more difficult to meet nuclear qualification standards. These points, however, are predictable and may be used by planners to ensure that appropriate levels of readiness and nuclear capability are maintained.

Chapter 8

Logistics and Housing

8-1. General

This chapter provides logistics and housing policy guidance in support of the COHORT Unit System. It concerns all types of COHORT units, regardless of status and location.

8-2. Introduction

a. Providing effective logistical support to COHORT units requires more than the normal way of “doing business” as is experienced under the individual replacement system. Installations or commands must adopt a different approach to the challenges associated with COHORT units in order to ensure that COHORT soldiers and their families receive the necessary support during all phases of the COHORT unit life cycle.

b. The overall degree of involvement of an installation, command, or military community in the COHORT Unit System will determine the extent of the logistical impact caused by the projected or present existence of COHORT units. While an installation or military community may be able to easily absorb the requirements associated with reception and integration of a company or battery-sized COHORT unit, those requirements will increase based on the increases in numbers of COHORT company/battery or battalion size units.

c. COHORT-related logistical support actions take on a new dimension with the activation of battalion size COHORT units, particularly if they are designated as rotating or deploying COHORT battalions.

8-3. Transportation support

a. Responsibilities

(1) Commanders of losing installations/commands (CONUS/OCONUS) are responsible for preparing individual military personnel and their family members for movement, arranging shipment of personal property, and assisting in the shipment of POVs.

(2) The Military Traffic Management Command (MTMC), in coordination with the losing and gaining installation transportation officer, is responsible for—

(a) Arranging Military Airlift Command (MAC) procured or commercial passenger airlift for military personnel and their family members.

(b) Validating Special Assignment Airlift Mission (SAAM) to include roundtrip airlift when COHORT battalions rotate between CONUS/OCONUS.

(c) Arranging for movement of personal property and POV.

(d) Designating the appropriate Aerial port of embarkation (APOE) and Aerial port of debarkation (APOD).

(3) Commanders are responsible for arranging transportation within their area of operation to facilitate the movement of soldiers, their families, and personal property. Customs clearance of personnel and their property will be arranged in accord with regulations in effect at the time of rotation. Close coordination with theater customs officials and CONUS customs officials will be effected early in the planning cycles.

b. Basic policy.

(1) Units, including family members authorized concurrent travel, will move to the oversea duty station from an APOE as designated by MTMC, in coordination with losing and gaining commands. Exceptions may be made for rotating or deploying COHORT battalions in order to facilitate execution of battalion rotations.

(2) The alternate APOE option does not apply. Exceptions to use the alternate APOE/APOD option, as prescribed in the Routing Guide for International Air Travel will be submitted through appropriate MACOM to DA for consideration.

(3) Movement must be arranged through the installation transportation officer (ITO).

(4) Weapons, TA 50-900, and other organizational equipment will not accompany personnel.

(5) Military personnel and family members authorized concurrent travel will not depart home station without port call confirmation in their possession.

(6) Soldiers in OSUT/AIT initial/first term packages not authorized leave following training will move as groups to their CONUS/OCONUS installations.

(7) For shipment of required office files, guidon colors, and distinctive flags, units will coordinate with the ITO. Appendix N contains guidance and procedures regarding the movement of passengers, POVs, and household goods.

(8) International travel arrangements will generally follow the guidance contained in the Routing Guide for International Air Travel, published by MTMC.

8-4. Equipment transfer

a. Equipment and materiel support, property accountability and the transfer of accountability will be governed by current policy as contained in AR 735-5, AR 735-11, AR 710-2, and AR 750-1. Procedures are contained in DA Pam 710-2-1.

(1) Property accountability transfer at OCONUS installations will be done upon arrival of advance party from CONUS. In U.S. Army, Europe (USAREUR), it will be completed before redeployment leave starts.

(2) Property accountability transfer at CONUS installations will be done upon arrival of the advance party from OCONUS. It will be completed before deployment leave starts.

b. Emphasis will be placed on materiel readiness and property accountability during the period when these units are initially established and formed. The above references do not inhibit COHORT deployment operations. However, installations must pay particular attention to the timely assignment of backfill COHORT commanders and cadre to prevent property transfer and accountability problems.

c. AR 710-2 has been changed to modify existing guidance on COHORT unit property accountability. This change allows commanders of rotating or deploying COHORT units to appoint a unit commissioned officer of the advance party, other than a subordinate unit commander, to temporarily inventory and sign for unit property in place of the unit commander. Company or battery commanders will still be responsible for inventorying and signing for unit equipment within the specified 30-day period.

8-5. Deployment related support requirements

Additional support at the APOE may be required such as advance billeting arrangements or requests and supplemental transportation support (baggage and personnel). MILPERCEN Personnel Assistance Points located at most APOEs can assist in this area. Contact MILPERCEN (DAPC-EPS-MT) WASH DC 22331-0400 for assistance.

8-6. Supply actions in support of rotating COHORT battalions

a. *Processing of open supply actions at time of rotation.* Since each battalion's equipment will remain in place and only the unit personnel will rotate, any outstanding requisitions for repair parts must be left open when the units rotate. A suspense date should be established and coordination conducted to notify direct support unit (DSU) personnel to send repair parts. In order to accomplish this, both CONUS and OCONUS installations must ensure that any requisitions passed to the wholesale system for the rotating battalions have been assigned code K (ship-to and bill card columns 45 to 50) in card column 51 and have the Department of Defense Activity Address Code (DODAAC) of the supporting DSU in card columns 45 to 50. Using this method, the national inventory control point (NICP) will continue to send repair parts to the correct location even though the units have rotated. Direct support unit personnel must be notified of the change in battalions in order to forward the repair parts.

b. *Requisitioning Department of Defense Activity Address Code.* When battalions rotate or deploy they will use the DODAACs at the location to which they are deploying since unit equipment will remain in place during rotation. No reassignment of DODAACs will take place.

c. *Department of Defense Activity Address File (DODAAF) changes.* FORSCOM, Eighth U.S. Army (EUSA), USAREUR, and those installations affected must make the necessary address changes, effective on the dates of rotation, to the DODAAF. The DODAAF is maintained by Army Materiel Command (AMC) Logistics Systems Support Agency.

d. *Sails ABX Customer Information and Control File (CICF).* CONUS and OCONUS installations must make the appropriate additions or deletions to the SAILS ABX CICF on the date of rotation/deployment to reflect the changes in units.

e. *SAILS ABX abbreviated DODAAF update.* CONUS and OCONUS installations must run the SAILS ABX Abbreviated DODAAF Update Program on the dates of rotation/deployment to reflect the changes in units.

8-7. Housing support

a. Family housing, both Government controlled and privately rented off post, plays an important role in providing stability to families and reducing family turbulence during unit moves and homebasing.

b. The basic document governing assignment eligibility and termination criteria of Government controlled family housing is AR 210-50.

c. Policy exceptions approved for COHORT units include the following:

(1) Provision of 45 days eligibility to soldiers in COHORT units on waiting lists for housing in USAREUR.

(2) Extension of OCONUS family housing eligibility to all COHORT families deploying OCONUS not normally authorized housing, that is, E3s and below with less than 2 years service. This exception applies only if an accompanied tour is elected and all other currently eligible soldiers at that OCONUS Location are similarly housed.

(3) Retention of on-post quarters beyond the 140-day limit by families of COHORT sponsors in deferred travel status. This exception authority has been granted for local commanders to use on a case-by-case basis.

(4) Major commanders are authorized to grant exceptions to AR 210-50 for COHORT units as required to meet the specific needs of inbound COHORT units and to provide for an orderly transition at the new duty station. This authority may be further delegated.

Chapter 9

Family Support Planning

9-1. General

This chapter establishes responsibilities and provides guidance for integrating family support requirements into the New Manning System. It concerns all levels of command involved with the New Manning System as well as all categories of COHORT units.

9-2. New Manning System support plan

a. Implementation of the New Manning System will cause changes to the accustomed way of doing business. Because unit movements under the NMS will cause surge conditions at installation family support systems, commanders should prepare for these situations and capture experiences through a series of Lessons Learned.

b. The increased unit stability developed under the New Manning System provides an opportunity for families to draw closer to one another. It also allows the unit and the community to capitalize on this stability in their efforts to promote bonding between families.

c. The NMS will provide soldiers a greater degree of predictability in their assignments and, through career-long affiliation with a single regiment, narrow the circle of personal and professional association of the soldier and family.

d. Each COHORT unit formed under the NMS concept will progress through a series of stages, the sum of which is called "unit life cycle." These "life cycle" stages constitute the organization structure for this New Manning System Family Support Plan. Stages of the "unit life cycle" are as follows:

- (1) Preestablishment and arrival.
- (2) Postestablishment and arrival.
- (3) Predeployment.
- (4) Postdeployment.

e. This plan is not necessarily all inclusive, but provides an effective guide for family support actions. Commanders should be innovative in their planning and execution of programs for family members, based on the uniqueness of the situation at each installation or military community.

9-3. Responsibilities

a. *Deputy Chief of Staff for Personnel.* The DCSPER will—

- (1) Be proponent for New Manning System Army family policy.
- (2) Provide general staff guidance and overall direction to MACOMs, field operating activities (FOAs), and the Army Staff regarding the development of the soldier and family dimension of the field evaluation and development of family support initiatives for the NMS.

- (3) Develop, assess, and implement policy changes necessary to enhance family quality of life under the New Manning System.

- (4) Update the New Manning System Family Support Plan, as applicable, using field evaluation results from the U.S. Army Training and Doctrine Command, and Walter Reed Army Institute of Research (WRAIR).

b. *Major Army command installation/community commanders.* These commander will—

- (1) Assign primary staff responsibility for family support efforts to the staff office responsible for Army Community Service (ACS).

- (2) Identify family support requirements not set forth in this plan and integrate such requirements into a MACOM plan.

- (3) Ensure that "peak work load" periods resulting from COHORT group processing are identified in the Organizational Efficiency Review Program studies to satisfy the "peak work load" periods resulting from group processing.

- (4) Identify and change existing local policies and procedures as necessary to facilitate the group processing and movement of families of COHORT soldiers without degrading support and services provided to the non-COHORT population.

- (5) Make ACS the focal point for family support services and the ACS Officer the point of contact (POC) for coordination and planning.

c. *COHORT unit commanders.* COHORT unit commanders will—

- (1) Provide family support services in accordance with this plan and higher headquarters plans.

- (2) Identify family support requirements not set forth in this plan or higher headquarters plans and integrate such requirements into a local plan.

- (3) In coordination with the installation/community commander facilitate group processing, orientation, and integration of the family into the community environment.

- (4) Coordinate and orchestrate the unit Family Support Plan. Establish a focal point within the unit for family matters and for maintaining liaison with the installation ACS.

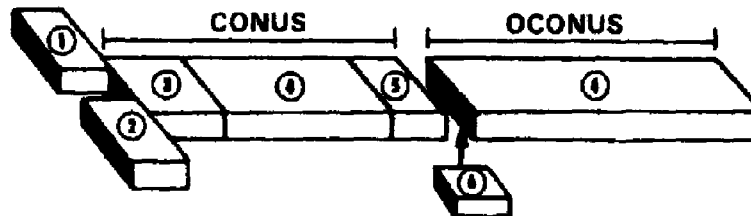
d. *Commander, United States Army Recruiting Command (USAREC).* Commander USAREC will—

(1) Include family members in recruiting efforts.

(2) Assist family members of new recruits to the extent possible, within current funding and staffing levels, with establishment of entitlements that accrue to family members as a result of the signing of an enlistment contract and entry on active duty with the Army.

9-4. Family support procedures

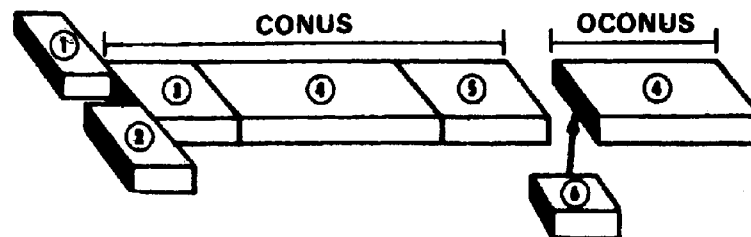
Extended family support procedures for each of the four possible stages of a COHORT unit life cycle are at appendix B.



LEGEND:

1. COHORT LEADER TRAINING
2. INITIAL ENTRY TRAINING
3. INITIAL COHORT UNIT TRAINING
4. SUSTAINMENT TRAINING
5. PREDEPLOYMENT TRAINING
6. TOP OFF PACKAGE OF OFF, NCO, AND INITIAL TERM SOLDIERS

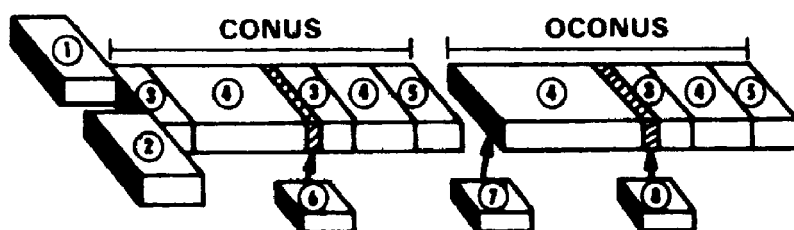
Figure 6-1. Training Phases – Cohort Unit Replacement Model (OCONUS Long Tour – 18/18)



LEGEND:

1. COHORT LEADER TRAINING
2. INITIAL ENTRY TRAINING
3. INITIAL COHORT UNIT TRAINING
4. SUSTAINMENT TRAINING
5. PREDEPLOYMENT TRAINING
6. TOP OFF PACKAGE OF OFF, NCO, AND INITIAL TERM SOLDIERS

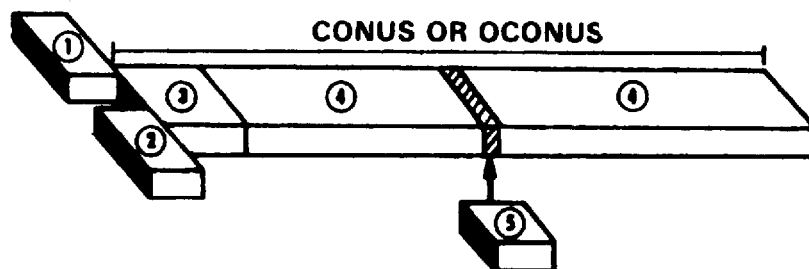
Figure 6-2. Training Phases – Cohort Unit Replacement Model (OCONUS Short Tour – 24/12)



LEGEND:

1. COHORT LEADER TRAINING (IF REQUIRED)
2. INITIAL ENTRY TRAINING
3. INITIAL COHORT UNIT TRAINING (AS REQUIRED)
4. SUSTAINMENT TRAINING
5. PREDEPLOYMENT TRAINING
6. TOTAL REFILL OF INITIAL TERM SOLDIERS
7. TOP OFF PACKAGE OF OFF, NCO, AND INITIAL TERM SOLDIERS
8. TOTAL REFILL OF INITIAL TERM SOLDIERS; REPLACEMENT OF "ALL OTHERS" TOUR SOLDIERS

Figure 6-3. Training Phases – Battalion Rotation Model (CONUS/OCONUS 36/36)



LEGEND:

1. COHORT LEADER TRAINING
2. INITIAL ENTRY TRAINING
3. INITIAL COHORT UNIT TRAINING
4. SUSTAINMENT TRAINING
5. INFUSION OF OFFICER AND ENLISTED REPLACEMENTS AT 18 MO POINT OCONUS

Figure 6-4. Training Phases – Cohort Unit Replacement Model (CONUS and OCONUS – 36 Month Cycle Non-Deployers)

Appendix A

References

Section I

Required Publications

AR 27–50

Status of Forces Policies, Procedures, and Information. (Cited in para 3–7*g*(2)(*d*).)

AR 55–46

Travel of Dependents and Accompanied Military and Civilian Personnel To, From, or Between Oversea Areas. (Cited in para 3–6*e*(2) and fig H–1.)

AR 55–71

Transportation of Personal Property and Related Services. (Cited in para N–4.)

AR 135–215

Officer Periods of Service on Active Duty. (Cited in paras 3–51(5)(*a*) and G–3*b*(6)(*b*).)

AR 190–47

The US Army Correctional System. (Cited in table E–1.)

AR 210–50

Family Housing Management. (Cited in paras 8–7*b* and *c*(4).)

AR 220–1

Unit Status Reporting. (Cited in paras 7–3*a* and *d* and table D–1.)

AR 220–10

Preparation for Oversea Movement of Units (POM). (Cited in para 4–3*d*(10) and fig H–1.)

AR 310–10

Military Orders. (Cited in para 4–2*a*(5) and fig H–1.)

AR 350–35

Army Modernization Training. (Cited in para 6–4*b*(2).)

AR 351–1

Individual Military Education and Training. (Cited in para 4–3*d*(6)(*a*).)

AR 600–43

Conscientious Objection. (Cited in para 3–7*g*(2)(*h*).)

AR 600–200

Enlisted Personnel Management System. (Cited in paras 3–5*d*(2) and *g*(2) (*a*); 3–7*g*(2)(*k*); table D–1; and figs 1–1, J–1, and K–1.)

AR 600–290

Passports and Visas. (Cited in para 3–6*f*(1).)

AR 601–210

Regular Army and Army Reserve Reenlistment Program. (Cited in paras 3–3, 3–3*a*(1) and *a*(3), 3–5*f*(1), and F–5*a*(1).)

AR 601–280

Army reenlistment Program (Cited in paras 4–3*c*(2) (*c*); 5–5*a*(1)(*b*); F–1; F–3*b*(2); F–5*a*(3). *b*, and *c*(2); G–3*b*(8) and (9); table E–1; and fig H–1.)

AR 611–201

Enlisted Career Management Fields and Military Occupational Specialties. (Cited in table E–1.)

AR 612-2

Preparation of Individual Replacements for Oversea Movement (POR). (Cited in fig H-1.)

AR 612-10

Reassignment Processing and Army Sponsorship and Orientation Program. (Cited in para 3-6e(3).)

AR 612-201

Processing Procedures at US Army Reception Stations and Training Centers and Control and Distribution of Trainees. (Cited in para 3-3b.)

AR 614-5

Stabilization of Tours. (Cited in paras 3-5g(2) (b), E-4, G-2a, and G-3b(2).)

AR 614-6

Permanent Change of Station Policy. (Cited in para G-3b (3)(c) and fig H-1.)

AR 614-30

Oversea Services (Cited in paras 4-3b(3)(e) and d(8)(e), 5-4a; E-2 a, and F-2d; table E-1; and fig H-1.)

AR 614-100

Officers Assignment Policies, Details, and Transfers. (Cited in paras 3-6d; 3-7g(2)(1), m, and p; and G-6.)

AR 614-185

Requisitions and Assignment Instructions for Officers. (Cited in paras 3-51(2); 3-6c and d; and 4-3b(1)(a)1; and table D-1.)

AR 614-200

Selection of Enlisted Soldiers for Training and Assignment. (Cited in paras 3-5g(2)(a); 3-6a, c and d; 3-7g(2)(l), (m), and (p); 4-3b(1)(b)1; and G-6; tables D-1; and E-1; fig H-1.)

AR 614-203

Assignment of Personnel with Physically, Emotionally, or Intellectually Handicapped Dependents. (Cited in paras 3-7g(2)(n) and table E-1.)

AR 630-5

Leave and Passes. (Cited in paras 4-3b(4)(c) and d(8)(c).)

AR 635-100

Officer Personnel. (Cited in para 3-7g(2)(i).)

AR 635-120

Officer Resignations and Discharges. (Cited in para 3-7g(2)(i).)

AR 635-200

Enlisted Personnel. (Cited in paras 3-7g(2) (i) and k; 3-8a; and 5-5a(1) (a) and b(1)(a).)

AR 710-2

Supply Policy Below the Wholesale Level. (Cited in para 8-4a and c.)

AR 735-5

Basic Policy and Procedures for Property Accounting. (Cited in para 8-4a.)

AR 735-11

Accounting for Lost, Damaged, or Destroyed Property. (Cited in para 8-4a.)

AR 750-1

Army Material Maintenance Concepts and Policies. (Cited in para 8-4a.)

DA Pam 600-8

Management and Administrative Procedures. (Cited in para 3-7 g(2)(p).)

DA Pam 600-8-10

Management and Administration Procedures: Individual Assignments and Reassignment Procedures (Cited in para 3-6a.)

DA Pam 710-2-1

Unit Supply System Manual Procedures. (Cited in para 8-4a.)

DOD 4500.34-R

Personal Property Traffic Management. (Cited in para N-3.)

Section II**Related Publications****AR 600-82**

The U.S. Army Regimental System

AR 608-1

Army Community Service (ACS) Program.

DA Pam 350-2

Training: Developing and Maintaining Unit Cohesion

Section III**Prescribed Forms**

This section contains no entries.

Section IV**Referenced Forms****DA Form 4187**

Personnel Action

DA Form 4991-R

Declination of Continued Service Statement (LRA)

DA Form 5434

Request for Sponsorship

DD Form 1131

Cash Collection Voucher

Appendix B

Family Support Planning Procedures

Section I

Preestablishment and Arrival of COHORT Unit

B-1. USAREC

a. Duties of recruiters include the following:

(1) Talk with prospective recruits and their spouses concurrently about Army life. Stress positive aspects, be optimistic, and be realistic.

(2) Explain major benefits and entitlements (for example, identification card, medical benefits to include Civilian Health and Medical Program of the Uniformed Services (CHAMPUS), transportation entitlements, housing, Army and Air Force Exchange Service (AAFES), commissary, Army Community Service, and spouse employment and Civilian Personnel Office (CPO) services).

(3) Explain the New Manning System with emphasis on relocation.

(4) Explain the concept of Initial Entry Training.

b. Companies and Battalions.

(1) Assist recruits to the extent possible with establishment of entitlements for family members.

(2) Assist family members to the extent possible when assistance is requested by the family members.

B-2. TRADOC

a. Reception duties include the following:

(1) Explain the New Manning System concept to recruits.

(2) Identify recruits who have family members and pass information to training installation Army Community Service.

b. Training Installation ACS.

(1) Make contact with family members in the immediate vicinity of the training installation through an outreach program.

(2) Mail an information packet to family members who live away from the training installation, for example, hometown.

(3) Start orientation to military life for family members.

B-3. Gaining MACOM installation/community

a. CONUS.

(1) Prepare for surge conditions at the following activities: Housing Referral Office, Installation Transportation Office, ACS, Morale Support Activities, AAFES facilities, medical treatment facility (MTF), CPO, commissary, chaplain, child care facilities, and Army Emergency Relief (AER).

(2) Prepare for central in-processing of soldiers and family members; provide for comfort to the extent possible.

b. OCONUS.

(1) Establish and maintain liaison with losing CONUS installation. Provide timely response to requests for information.

(2) Accumulate Exceptional Family Member Program (EFMP) data from CONUS installation ACS.

(3) Accumulate Department of Defense Dependent Schools (DODDS) data from CONUS installation points of contact.

(4) Accumulate employment data from CONUS family member employment coordinator at the installation ACS or civilian personnel officer.

(5) Prepare for surge conditions at the following activities: Housing Referral Office, ACS, Morale Support Activities, AAFES facilities, DODDS, MTF, CPO, Commissary, Chaplain, Child Care facilities, and AER.

(6) Prepare to do central in-processing of soldiers and family members; provide comfort to the extent possible.

(7) Accumulate Morale Support Activity data from the CONUS installation morale support officer.

(8) Develop plans for augmenting teams to assist in-processing of units.

B-4. Gaining COHORT unit command (next higher)

a. CONUS.

(1) Prepare for unit sponsorship and welcome ceremony.

(2) Film welcome ceremony using local audio visual support.

(3) Appoint individual sponsors.

(4) Explain the New Manning System to unit leader family members.

- (5) Train unit leaders on the New Manning System concept.
 - (6) Train other unit commanders on the New Manning System concept.
 - (7) Encourage a chain of concern among unit leader spouses.
 - (8) Invite retiree involvement at unit functions and ceremonies.
 - (9) Develop strategies to assist family members upon arrival.
 - (10) Coordinate with installation support activities and agencies.
- b. OCONUS.*
- (1) Prepare for unit sponsorship and welcome ceremony.
 - (2) Film welcome ceremony using local audiovisual support.
 - (3) Appoint individual sponsors.
 - (4) Train other unit commanders on the New Manning System concept.
 - (5) Invite retiree involvement at unit functions and ceremonies.
 - (6) Develop strategies to assist family members upon arrival.
 - (7) Coordinate with installation support activities and agencies.
 - (8) Identify shortfalls and request additional resources required to receive the unit.

Section II

Postestablishment and Arrival of COHORT Unit

B-5. MACOM installation/community

a. CONUS.

- (1) Train installation support activities and agency personnel to be responsive to unit and family members.
- (2) Strengthen family opportunities at installation activities (family fitness centers, Volksmarches, clubs (youth, teen, family), chapel activities (prayer, bible study groups, worship services, education and enrichment growth programs, youth ministry, friendship, potluck suppers, religious retreats and outings)).
- (3) Provide language training as authorized (English-as-a-second language and GATEWAY/HEADSTART).
- (4) Conduct outreach to families.
- (5) Promote volunteerism.
- (6) Promote military and family involvement in the local community.
- (7) Publicize the New Manning System concept.
- (8) Promote the idea that the medical treatment facility (MTF) is part of the Army team which exists to support the family unit.
- (9) Provide civilian employment counseling.

b. OCONUS.

- (1) Strengthen family opportunities at installation activities (Family Fitness Centers, Volksmarches, clubs (youth, teen, family), tour and travel opportunities, scouting programs, chapels (provide a comprehensive religious program; recruit volunteer choir members and musicians; provide pastoral counseling; welcome new families to chapel activities; conduct religious retreats, outings, and tours; provide family enrichment programs)).
- (2) Provide language training as authorized (English-as-a-second language and GATEWAY/HEADSTART).
- (3) Conduct outreach to families.
- (4) Promote community involvement.
- (5) Promote community volunteerism.
- (6) Publicize the New Manning System.
- (8) Publicize information on the MTF (capabilities and limitations of MTF, appointments, sick call hours, clinics, emergency procedures, medical evacuation, and so forth; identification of special medical services, dental care available to family members).
- (9) Prepare after action reports and document lessons learned.

B-6. COHORT unit (all levels of command)

a. CONUS.

- (1) Welcome family members to the unit area during open house, awards ceremonies, parades, etc.
- (2) Support volunteerism (create a sense of ownership in the unit, train leaders to promote volunteerism and belonging).
- (3) Educate family members on the unit mission and heritage, train unit leaders to be responsive to family needs.
- (4) Train unit leaders to be responsive to family members.
- (5) Provide opportunities for family members to contribute to the unit.
- (6) Establish communications (chain of command, chain of concern, with installation support activities).
- (7) Establish family member esprit de corps.

- (8) Challenge family members to support the unit and mission.
- (9) Recognize and capitalize on family member leadership.
- (10) Recognize and capitalize on family member accomplishments through awards and ceremonies.
- (11) Train leaders to be responsible for support of family needs.
- (12) Promote unit and family activities (bowling leagues, dining out, unit picnics, clubs, theater, team sports).
- (13) Develop an atmosphere of welcome and acceptance.
- (14) Encourage soldiers to introduce spouse to unit and to Army life.

b. OCONUS.

- (1) Establish a location within the unit area where family members can visit with the sponsor during duty hours.
- (2) Welcome family members to the unit area during open house, awards, ceremonies, parades, etc.
- (3) Support volunteerism not in competition with the installation/community volunteer based organizations (create a sense of ownership in the unit, train unit leaders to promote volunteerism and belonging).
- (4) Educate family members on the unit mission OCONUS.
- (5) Provide opportunities for family members to contribute to the community/installation in the name of the unit.
- (6) Encourage family members to promote host nation/American relations by contributing to the host country community civic programs.

Section III

Predeployment of COHORT Unit

B-7. MACOM installation/community

a. CONUS.

- (1) Establish and maintain liaison with the gaining OCONUS installation/community Family Advocacy Case Management Team (FACMT). Ensure appropriate case transfer actions are accomplished. Provide timely responses to requests for information.
- (2) Provide an effective oversea orientation program; be geographically specific (language, culture, currency, laws, Status of Forces Agreement (SOFA), traditions).
- (3) Assist family members with personal affairs, passports and visa, immunizations, travel orders, transportation, financial assistance and counseling, wills and powers of attorney, information concerning shipment of family pets).
- (4) Explain unit predeployment training to family members (training is time consuming and stressful).
- (5) Provide language training as authorized (group, night classes, GATEWAY/HEADSTART).
- (6) Conduct central outprocessing.
- (7) Allow family members to arrange for transportation of household goods (HHG) and unaccompanied baggage (UB).
- (8) Exchange employment data with OCONUS gaining CPO.
- (9) Provide EFMP, data to Commander, 1st Personnel Command for verification of availability of services with 7th Medical Command and DODDS Europe (Army Community Service).
- (10) Arrange overocean group movement of POVs.
- (11) Arrange for portcall and movement of families.

b. OCONUS.

- (1) Establish and maintain liaison with the gaining OCONUS installation/community FACMI. Ensure appropriate case transfer actions are accomplished. Provide timely responses to requests for information.
- (2) Assist family members with personal affairs (passports and visa, immunizations, travel orders, transportation, financial assistance and counseling, wills and powers of attorney, information concerning shipment of family pets).
- (3) Explain unit predeployment training to family members (training is time consuming and stressful).
- (4) Do central/group out processing.
- (5) Allow family members to arrange for transportation of HHG and UB.
- (6) Arrange oversea group movement of POVs.
- (7) Exchange employment data with CONUS gaining CPO.
- (8) Arrange for portcall and movement of families.

B-8. COHORT unit

a. CONUS.

- (1) Have a farewell ceremony.
- (2) Conduct oversea driver orientation in CONUS.
- (3) Send a family member in the advance party.

b. OCONUS.

- (1) Have a farewell ceremony for deploying/disestablishing unit.

- (2) Send a family member in the advance party to gaining CONUS installation.

B-9. Medical treatment facility and dental treatment facility

a. CONUS.

(1) Screen children's health records to determine general health and fitness for overseas assignment. Conduct additional tests or examination as necessary.

(2) If family practice services are available to OCONUS MTF, consideration should be given to providing services to COHORT families on a group basis.

b. OCONUS.

(1) If family practice services are available to CONUS MTF, consideration should be given to providing services to COHORT families on a group basis.

(2) Provide central outprocessing of medical and dental records.

(3) Provide information on gaining CONUS MTF including capabilities and alternative health care options.

Section IV

Postdeployment of COHORT Unit

B-10. CONUS MACOM installation

a. Establish central point of contact on the installation for families left behind.

b. Installation ACS will conduct outreach to families left behind.

c. Establish communication link between families left behind and sponsor OCONUS.

(1) Military Affiliate Radio System (MARS).

(2) Unit/post newspapers.

(3) Video and audio cassettes.

d. Maintain a mailing list of family members left behind; maintain communications.

B-11. CONUS COHORT unit parent command

a. Maintain a point of contact for families left behind.

b. Keep family members informed of unit activities OCONUS.

Appendix C

Schedules of Critical Events

C-1. Schedule of critical events for COHORT Company and Battery Unit Replacement Model (Long Tour)

Figure C-1 portrays the COHORT model for COHORT companies and batteries deploying to long tour areas (3-year life cycle with 18 months in CONUS and 18 months OCONUS). This model serves as the basis for the schedule of critical events contained in table C-1.

Table C-1
Schedule of critical events for COHORT Company and Battery Unit Replacement Model (Long Tour)

Time frame: F – 540 days (17 months)

Event:

DA/MACOM identifies unit.

Formation date confirmed.

Rotation/deployment date established.

Disestablishment date fixed.

Time frame:

F – 300 days (10 months)

Event: DA submits accession requirements for initial term soldier

COHORT package to MILPERCEN.

Requirements loaded on "REQUEST."

USAREC begins recruiting efforts to fill COHORT initial term requirements.

Time frame: F – 240 days (8 months)

Event: Installation identifies assets to fill COHORT cadre requirements.

Installation submits requisitions for fill of remaining officer and NCO requirements to MILPERCEN.

Time frame: F – 105 days (3½ months)

Event: Initial term package begins OSUT.

Time frame: F – 90 days (3 months)

Event: MILPERCEN publishes Personnel Movement Directive (deploying companies and batteries only).

Time frame: F – 60 days (2 months) (60–75 days for ID(L) COHORT unit)

Event: Officers/NCOs/selected low density initial term soldiers arrive in unit.

Officers/NCOs stabilized for life cycle of unit.

Time frame: F

Event: Formation date—COHORT IET package arrives in unit.

Inprocessing of soldiers completed.

Individual/collective training begins.

Time frame: F + 90 days

Event: COHORT unit reaches ARTEP standards.

Time frame: D – 300 days (10 months) (F+ 8 months)

Event: Installation submits request for top off package of officer/NCO/careerists/initial term soldiers, if required.

Time frame: D – 210 days (7 months)

Event: Installation submits applications for dependent travel.

Time frame: D – 180 days (6 months) (F+ 12 months)

Event: Installation publishes deployment orders.

Predeployment training/processing initiated.

Installation ensures COHORT unit manned at appropriate level for deployment (minimum 90 percent aggregate).

Installation submits emergency requisitions to MILPERCEN required for top off package of officer/NCO/initial term soldiers.

Installation submits unit status report packet to MILPERCEN.

Time frame: D – 120 days (4 months)

Event: Installation provides Military Traffic Management Command the movement requirement.

Time frame: D – 30 days (1 month)

Event: Advance party deploys.

Outgoing property transfer accomplished.

Unit personnel placed on block leave.

Table C-1
Schedule of critical events for COHORT Company and Battery Unit Replacement Model (Long Tour) —Continued

Time frame: D (F + 18 months)

Event: Deployment

MILPERCEN provides top off package of officer/NCO/initial term soldiers to gaining OCONUS command for infusion into COHORT company/battery.

Losing installation receives backfill COHORT company/battery.

Time frame: D + 30 days (1 month)

Event: OCONUS MACOM receives incoming property transfer.

Time frame: DIS – 180 days (6 months)

Event: MILPERCEN issues assignment instructions for CONUS returnees.

OCONUS MACOM identifies COHORT soldiers with 18 or more months remaining on FST for assignment within theater.

Time frame: DIS

Event: COHORT company/battery disestablishes.

Separatees return to CONUS.

Applicable “all others” tour soldiers return to CONUS for reassignment.

Accompanied soldiers reassigned within OCONUS command.

OCONUS command receives back fill unit.

Legend for Table C-1;

F = Formulation Date; D = Deployment Date; DIS = Disestablishment Date

C-2. Schedule of critical events for COHORT Company, Battery, and Battalion Unit Replacement Model (Short Tour)

Figure C-2 portrays the COHORT model for COHORT companies and batteries deploying to short tour areas (3-year life cycle with 24 months in CONUS and 12 months in OCONUS). This model serves as the basis for the schedule of critical events contained in table C-2.

Table C-2
Schedule of critical events for COHORT Company, Battery, and Battalion Unit Replacement Model (Short Tour)

Time frame: F – 540 Days (17 months)

Event: DA/MACOM identifies unit.

Formation date confirmed.

Rotation/deployment date established.

Disestablishment date fixed.

Time frame: F – 300 Days (10 months)

Event: DA submits accession requirements for initial term soldier COHORT package to MILPERCEN.

Requirements loaded on “Request.”

USAREC begins recruiting efforts to fill COHORT initial term requirements.

Time frame: F – 240 Days (8 months)

Event: Installation identifies assets to fill COHORT cadre requirements.

Installation submits requisitions for fill of remaining officer and NCO requirements to MILPERCEN.

Time frame: F – 105 Days (3½ months)

Event: Initial term package begins OSUT.

Time frame: F – 90 Days (3 months)

Event: MILPERCEN publishes Personnel Movement Directive (deploying companies and batteries only).

Time frame: F – 60 Days (2 months) (60–75 days for ID(L) units).

Event: Officers/NCOs/selected low density COHORT initial term soldiers arrive in unit

Officers/NCOs stabilized for life cycle of unit.

Time frame: F

Event: Formation date—COHORT IET package arrives in unit.

Inprocessing of soldiers completed.

Individual/collective training begins.

Time frame: F + 90 Days

Event: COHORT unit reaches ARTEP standards.

Table C-2
Schedule of critical events for COHORT Company, Battery, and Battalion Unit Replacement Model (Short Tour)—Continued

Time frame: D – 410 days (13½ months) (F + 10½ months)

Event: Installation/MACOM submits request for unit move approval to HQDA DCSOPS

Time frame: D – 365 Days (12 months) (F + 12 months)

Event: DA DCSOPS publishes unit movement directive (deploying battalion)

Time frame: D – 300 Days (10 months) (F + 8 months)

Event: Installation submits request for top off package of Off/NCO/careerists/initial term soldiers, if required.
MACOM publishes unit movement order (deploying battalions only)

Time frame: D – 180 Days (6 months) (F +18 months)

Event: Installation publishes deployment orders.
Predeployment training/processing initiated.
Installation insures COHORT unit manned at appropriate level for deployment (minimum 90 percent aggregate).
Installation submits emergency requisitions to MILPERCEN required for top off package of officer/NCO/initial term soldiers.
Installation submits unit status report packet to MILPERCEN.

Time frame: D – 120 Days (4 months)

Event: Installation provides MTMC the movement requirement.

Time frame: D – 30 Days (1 month)

Event: Advance party deploys.
Outgoing property transfer accomplished.
Unit personnel placed on block leave.

Time frame: D (F + 24 months)

Event: Deployment
MILPERCEN provides top off package of officer/NCO/initial term soldiers to gaining OCONUS command for infusion into COHORT company/battery/battalion.
Losing installation receives backfill COHORT company/battery/battalion.

Time frame: D + 30 Days (1 month)

Event: OCONUS MACOM receives incoming property transfer.

Time frame: DIS – 180 Days (6 months)

Event: MILPERCEN issues assignment instructions for CONUS returnees.

Time frame: DIS

Event: COHORT company/battery/battalion disestablishes.
Separatees return to CONUS.
Soldiers reassigned to CONUS.
OCONUS command receives back fill unit.
Unit colors returned to CONUS to constitute new unit (battalion only).

Legend for Table C-2;

F = Formation; D = Deployment Date; DIS = Disestablishment Date

C-3. Schedule of critical events for COHORT Battalion Rotation Model (Long Tour)

Figure C-3 portrays the COHORT model for rotating COHORT battalions (6-year life cycle with 36 months in CONUS and 36 months in OCONUS). This model serves as the basis for the schedule of critical events contained in table C-3.

Table C-3
Schedule of critical events for COHORT Battalion Rotation Model (Long Tour)

Start-up

Time frame: F – 300 days (10 months)

Event: DA submits accession requirements for initial term soldier packages to USAREC (180 days prior to RSD).
USAREC begins recruiting efforts to fill initial term requirements.

Time frame: F – 240 days (8 months)

Event: Installation submits requisitions for fill of officer and NCO requirements to MILPERCEN.

Time frame: F – 105 days (3 ½ months)

Table C-3
Schedule of critical events for COHORT Battalion Rotation Model (Long Tour)—Continued

Event: Initial term package begins OSUT.
Time frame: F – 60 days (2 months)
Event: Officers/NCOs/selected low density initial term soldiers arrive in unit. Stabilize Officers/NCOs in unit for 48 months from date of arrival; submit AEA code “R” on NCOs and adjust DTAV on officers—cadre locked in.
Time frame: F
Event: Formation date; receive initial (first) term soldier packages.
Time frame: F + 90 days
Event: 3 “month lock-in” period for officer/NCO ends.
Time frame: R – 410 days (13½ months)
Event: Installation/MACOM submits requests for unit move approval to HQDA DCSOPS.
Time frame: R – 365 days (12 months)
Event: DA DCSOPS publishes unit movement directive.
Time frame: R – 300 days (10 months)
Event: Losing CONUS installation/command submits requisitions to MILPERCEN for Off/NCO/careerists/initial term soldiers required for top-off package.
Time frame: R – 180 days (6 months)
Event: Losing OCONUS installation/CMD submits requisitions to MILPERCEN for officers/careerists and initial term soldiers. Losing CONUS/OCONUS installation/command provides MILPERCEN and gaining CMD a roster of deploying officers/careerists and initial term soldiers. Commence predeployment training/preparations for deployment, to include NET if applicable. Officers and careerists “locked in” to unit for rotation. CONUS installation/command submits emergency requisitions in response to unprogrammed losses during period R – 300 to R – 180 days to meet top off package requirements. MACOM publishes unit movement order.
Steady State
Time frame: R
Event: Execute rotation. MILPERCEN provides top-off package of officers/careerists and initial term soldiers at gaining command's location, if required.
Time frame: R + 180 days (6 months)
Event: Officer/careerists “lock in” period ends.
Time frame: FT – 300 days (10 months) (R + 8 months)
Event: DA submits accession requirements for initial term soldiers package to USAREC (180 days prior to RSD).
Time frame: FT – 120 days (4 months) (R+ 14 months)
Event: Initial term package begins OSUT.
Time frame: FT – 90 days (3 months) (R + 15 months)
Event: Officers/careerists “locked in” to unit.
Time frame: FT (R + 18 months)
Event: MILPERCEN provides total reload of initial term soldiers. Initial term soldier packages arrive in unit. Installation/command replaces Officer/careerists completing COHORT “all others” tour if applicable.
Time frame: FT + 90 days (R + 21 months)
Event: 3 months “lock in” for officers/careerists ends.
Time frame: R – 405 days (13½ months)
Event: Installation/MACOM submits request for unit movement approval to DA DCSOPS.
Time frame: R – 365 days (12 months)
Event: DA DCSOPS publishes unit movement directive.
Time frame: R – 300 days (10 months)
Event: Losing CONUS installation/command submits requirements to MILPERCEN for officers/careerists and initial term soldiers required for top off package.
Time frame: – 180 days (6 months)
Event: Commence predeployment training/preparations for deployment, to include NET if applicable. Officers/careerists “locked in” to unit for rotation.

Table C-3
Schedule of critical events for COHORT Battalion Rotation Model (Long Tour)—Continued

Losing CONUS installation/command submits emergency requisitions, as required, in response to unprogrammed losses during period R – 300 to R – 180 to meet top off package requirements.

Time frame: R

Event: Executive rotation.

MILPERCEN provides top off package of officers/careerists/initial term soldiers at gaining command's location, if required.

Soldiers arrive in unit at gaining command's location.

Legend for Table C-3;

F = Formation Date; R = Rotation Date; FT = First Term Reload Point

C-4. Schedule of critical events for COHORT Nondeploying, Company/Battery, and Battalion Unit Replacement Model (CONUS and OCONUS)

Figure C-4 portrays the COHORT model for nonrotating/nondeploying COHORT battalions, companies, and batteries (3-year life cycle with 36 months in CONUS or 36 months in OCONUS for OCONUS-based COHORT units). This model serves as the basis for the schedule of critical events contained in table C-4.

Table C-4
Schedule of critical events for COHORT Nondeploying, Company/Battery, and Battalion Unit Replacement Model (CONUS and OCONUS)

Time frame: F – 540 days (17 months)

Event: DA/MACOM identifies unit.

Formation date confirmed.

Disestablishment date fixed.

Time frame: F – 300 days (10 months)

Event: DA submits accession requirements for initial term soldier COHORT package to MILPERCEN.

Requirements loaded on "REQUEST."

USAREC begins recruiting efforts to fill COHORT initial term requirements.

Time frame: F – 240 days (8 months)

Event: Installation identifies assets to fill COHORT cadre requirements.

Installation submits requisitions for fill of remaining officer and NCO requirements to MILPERCEN.

Time frame: F – 105 days (3½ months)

Event: Initial term package begins OSUT.

Time frame: F – 75 – 60 days (2½ – 2 months)

Event: Officers/NCOs/selected low density initial term soldiers arrive in unit.

Officers/NCOs stabilized for life cycle of unit.

Time frame: F

Event: Formation date—COHORT IET package arrives in unit.

In-processing of soldiers completed.

Individual/collective training begins.

Time frame: F + 90 days (3 months)

Event: COHORT unit reaches ARTEP standards.

Time frame: Gain/loss window (GLW) – 300 days (10 months) OCONUS based nondeploying COHORT unit (F + 28 months)

Event: OCONUS installation/command submits necessary requisitions to replace officer/NCO/initial term soldiers losses at the 18-month point in the life cycle.

Time frame: GLW – 180 Days (6 months) (OCONUS-based nonrotating COHORT battalion)

Event: OCONUS installation/command submits emergency requisitions for initial term soldiers to offset unprogrammed losses during the period GLW

10 months to GLW – 6 months.

Soldiers serving the COHORT "all others" tour receive assignment instructions.

Time frame: GLW

Event: Replacement of soldiers completing 18 month "all others" COHORT tour (OCONUS battalions only).

Top off package of Off/NCO/initial term soldiers arrives in unit.

Time frame: DIS – 300 Days (10 months) (F + 26 months)

Table C-4

Schedule of critical events for COHORT Nondeploying, Company/Battery, and Battalion Unit Replacement Model (CONUS and OCONUS)—Continued

Event: DA submits accession requirements for initial term soldier COHORT package to MILPERCEN.
USAREC begins recruiting efforts to fill initial term COHORT requirements.

Time frame: DIS – 240 Days (8 months) (F + 28 months)

Event: Installation/command identifies soldiers to fill COHORT cadre requirements.
Installation/command submits requisitions for of remaining officer/NCO requirements to MILPERCEN.

Time frame: DIS

Event: OCONUS-based soldiers who have completed oversea tour return to CONUS for separation or reassignment.
OCONUS-based soldiers with remaining oversea tour obligation retained in command to complete appropriate OCONUS tour
CONUS-based soldiers separated or reassigned to meet Army requirements.

Legend for Table C-4;

F = Formation Date; GLW = Gain/Loss Window; DIS = Disestablishment Date

COHORT COMPANY & BATTERY UNIT REPLACEMENT MODEL (LONG TOUR)

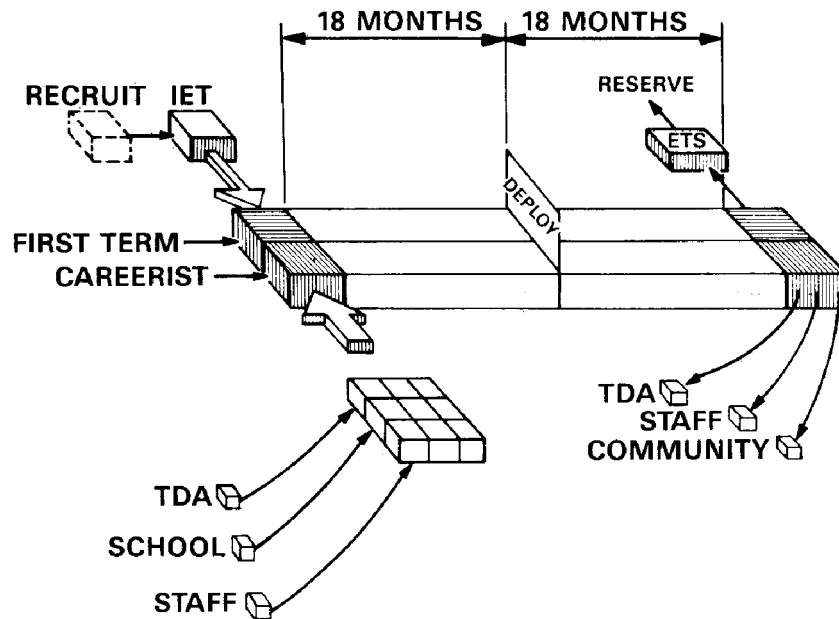


Figure C-1. COHORT Company and Battery Unit Replacement Model (Long Tour)

COHORT COMPANY, BATTERY, & BATTALION UNIT REPLACEMENT MODEL (SHORT TOUR)

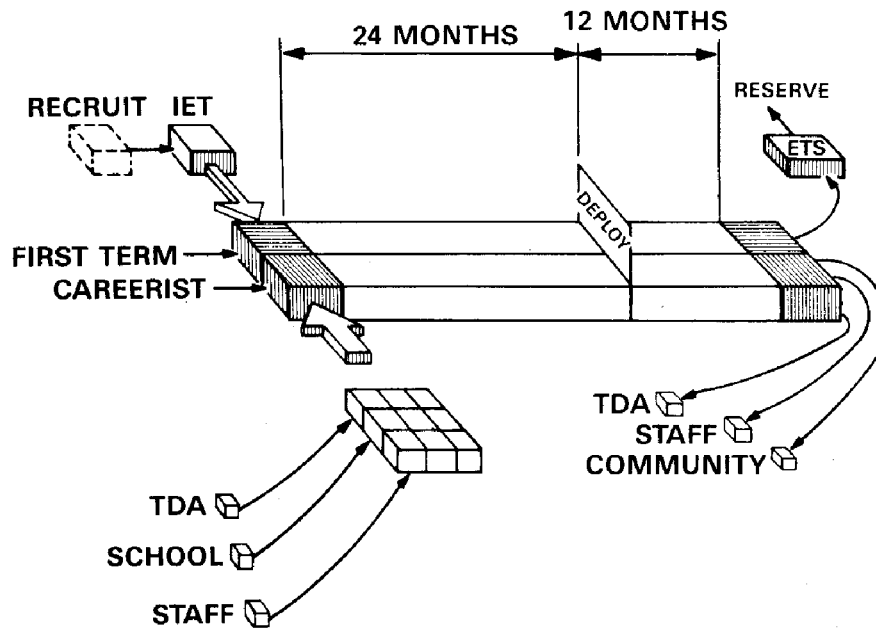
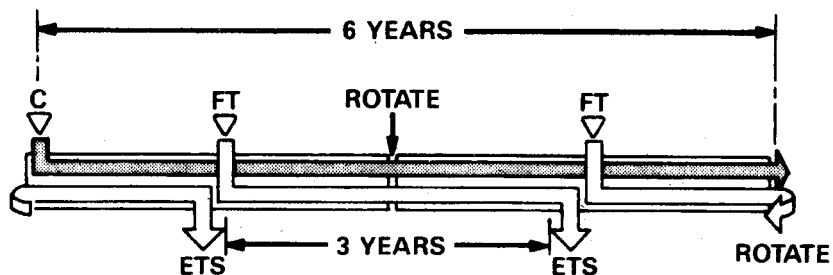


Figure C-2. COHORT Company, Battery, and Battalion Unit Replacement Model (Short Tour)

COHORT BATTALION ROTATION MODEL (LONG TOUR)



FILL OF OFF & NCO POSITIONS AT STARTUP AND DURING DESIGNATED 9 MONTH ASSIGNMENT WINDOWS.

NO ASSIGNMENTS OR REASSIGNMENTS 6 MONTHS PRIOR TO/AFTER ROTATION & 3 MONTHS PRIOR TO/AFTER INITIAL/FIRST TERM (FT) RELOAD.

FT FILL AT 18 AND 54 MONTH POINT.

TOP OFF OF OFF & NCOs AT 18 MONTH POINT OCONUS ("ALL OTHERS" TOUR).

TOP OFF PACKAGE OF OFF, NCO, AND FT SOLDIERS AT ROTATION (AS REQUIRED)

NO DISESTABLISHMENT OF UNIT AT 6 YEAR POINT. CYCLE REPEATS ITSELF

Figure C-3. COHORT Battalion Rotation Model (Long Tour)

COHORT NON DEPLOYING COMPANY, BATTERY, & BATTALION UNIT REPLACEMENT MODEL (CONUS & OCONUS)

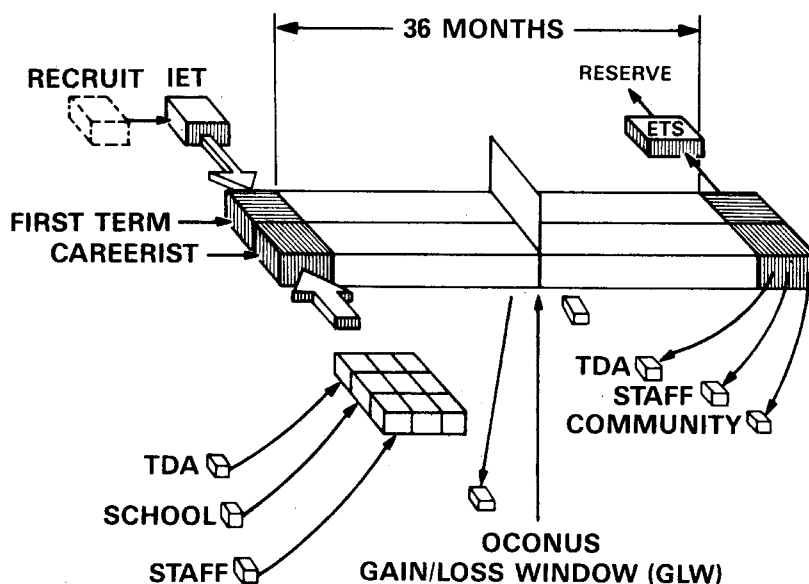


Figure C-4. COHORT Nondeploying Company, Battery, and Battalion Unit Replacement Model (CONUS and OCONUS)

Appendix D

Standardized Strength Profile for COHORT Units

D-1. Standardized Strength Profile for COHORT Units

Standardized strength profile guidance for COHORT units is provided in table D-1. These strength profiles (for officer and enlisted personnel) are based on the COHORT unit MTOE, regardless of location, and are considered minimum floors.

Table D-1
Standardized strength profile for COHORT units

Category: Skill level 1 (primary CMF) (See note 2).

Minimum formation strength: 100%

Minimum maintenance strength: Division average (see note 1.)

Minimum deployment strength: (see note 8.)

Category: Skill level 1 (low density MOS) (See note 2.)

Minimum formation strength: Army average

Minimum maintenance strength: Division average (see note 1.)

Minimum deployment strength: (see note 8.)

Category: All skill level 2-5 (See notes 3,4,5,6, and 7.)

Minimum formation strength: 90%

Minimum maintenance strength: Division average (see note 1.)

Minimum deployment strength: (see note 8.)

Category: Skill level 1 substitution

Minimum formation strength: 10% of skill levels 2-5

Minimum maintenance strength: N/A

Minimum deployment strength: N/A

Category: Officers (See notes 9,10,11, and 12.)

Minimum formation strength: 90%

Minimum maintenance strength: Division average (see note 1.)

Minimum deployment strength: (see note 8.)

Category: Aggregate strength

Minimum formation strength: 95-99%

Minimum maintenance strength: Division average (see note 1.)

Minimum deployment strength: (see note 8.)

Notes:

¹ If the division average for a specialty code/grade or MOS/skill level is higher than the stated minimums, the division average will be used as the minimum formation level for these specific cases.

² All skill level 1 soldiers will be provided by MILPERCEN from the training base.

³ Fill of skill level 2-5 positions with skill level 1 soldiers is permitted. Skill level 1 soldiers needed to fill skill level 2-5 positions will be selected from currently assigned personnel, the training base, or the sustaining base as determined through coordination between the installation, MACOM, and MILPERCEN. Up to 10 percent substitution of skill level 2-5 positions with skill level 1 soldiers is authorized.

⁴ Skill level 1 soldiers required to fill skill level 2-5 vacant positions in ID(L) units will be provided by MILPERCEN from the training base. The number required will be equal to 10 percent of all skill level 2-5 authorizations and be provided as an additional part of the IET COHORT package.

⁵ Commanders of COHORT battalions and commanders of non-COHORT battalions with one or more COHORT companies or batteries will count soldiers in grade E4 who are designated to serve in E5 positions in a COHORT unit and also who are included in the 10 percent skill level 1 substitution manning category in computing the available senior grade strength.

⁶ Fill of skill level 2-5 positions with skill level 2-5 personnel will be accomplished in coordination with MILPERCEN. In accord with DA guidance on off line management, MILPERCEN will provide the difference (if any) in strength levels between installation average by grade/MOS and that which is required for a COHORT unit. (See para 3-5 for additional guidance.)

⁷ Normal grade substitution is permitted (AR 600-200 and AR 614-200).

⁸ Minimum deployment strength for rotating/deploying COHORT units will be at a level which meets or exceeds AR 220-1 requirements for achieving a personnel C-rating of "C-1." Specific requirements include: Available strength of a least 90 percent, available MOS trained strength of at least 85 percent, and available senior grade strength of at least 85 percent. The losing installation will ensure that deploying COHORT units meet the minimum deployment floor. The losing installation/command will submit requisitions to MILPERCEN representing the number of officer, NCOs, and initial term soldiers required for the toff package. The toff package will be provided by MILPERCEN at the time of rotation to augment the deployment strength level of the COHORT unit beyond the deployment floor to meet the following minimum manning levels: skill level 1 (PCMF) - 100 percent, skill level 1 (low density) - 90 percent, skill level 2-5 - 95 percent, and officers - 95 percent. These levels are reflected as a percentage of the OCONUS/CONUS MTOE authorizations (of the gaining command) and will be programmed to link up with the rotating units at the gaining command's location upon completion of deployment.

⁹ Officers in grade of 1LT(P) can be used to fill CPT COHORT positions.

¹⁰ Maximum allowable officer shortages in COHORT units at the time of formation will be no more than four for a battalion and one for a company or battery.

¹¹ Officer requisitions will be submitted in accord with AR 614–185 and forwarded to DAPC–OPD–A, WASH DC 22332–0400 during the normal requisitioning cycles. It is the responsibility of the requisitioning command and installation to add the appropriate trailer date to identify those requisitions intended for COHORT units (AR 614–185, para 2–15a). (The “Z” type requisition will not be used for COHORT officer requirements.)

¹² Officer fill levels are reflected as a percentage of MTOE authorizations, not of officer distribution plan (ODP). HQDA will provide MACOMs sufficient ODP support to ensure that prescribed strength profiles can be satisfied without forcing CONUS installations to pay the total bill for manning their COHORT units. MACOMs and installations must also provide sufficient ODP support to ensure that officer manning requirements can be satisfied with minimal impact.

D–2. Title not used.

Paragraph not used.

Appendix E

Installation Selection of COHORT NCO Cadre

E-1. Selection of COHORT NCO cadre from installation personnel assets

This appendix discusses the methodology for selection of COHORT NCO cadre from installation personnel assets. Table E-1 explains eligibility of NCOs for selection by the installation based on individual considerations.

E-2. Unit assignment consideration eligibility

Unit assignment consideration eligibility is as follows:

- a. Selection priorities contained in AR 614-30, paragraph 2-4, will be used as a guide when selecting cadre from the installation to be assigned to a COHORT deploying unit.
- b. Installation assets assigned to nondeploying/nonrotating COHORT units should be those who recently returned from OCONUS.
- c. Officers and NCOs who have been on the installation for more than 12 months should not be assigned to a COHORT unit without the prior approval of Cdr, MILPERCEN.
- d. Initial term soldiers completing a COHORT unit life cycle will not be identified to fill or be assigned against a requirement in a second COHORT unit unless they reenlist or volunteer for the assignment. Initial term soldiers involuntarily assigned may reenlist at ETS for any option otherwise available.
- e. No soldier at any installation will be assigned to a deploying COHORT unit on that installation if he will have less than 24 months since returning from OCONUS, except as noted in E-4 below at the time of unit deployment. The exception is that a volunteer must have a minimum of 12 months in CONUS at time of deployment.

E-3. NCO cadre substitution guidelines

Table E-2 provides guidance for NCO cadre substitution.

Table E-2
NCO cadre substitution guidelines

Grade of NCO	Time in Service	Position
E5	Less than 5 yrs	Use as E5
	Greater than 5 yrs	Use as E6
E6	Less than 8 yrs	Use as E6
	Greater than 8 yrs	Use as E7
E7	Less than 14 yrs	Use as E7
	Greater than 14 yrs	Use as E8

E-4. Guidance as stated in AR 614-5

If after the initial screening, several soldiers are eligible for the same position, the guidance as stated in AR 614-5 will apply. Specifically, when stabilization conflicts with the concept of equity in fulfilling assignment requirements, equity will prevail as long as the needs of the service are met. Thus, it is the installation commander's responsibility to select the most appropriate cadre to fill the COHORT unit.

E-5. Selection of volunteers

Selection of volunteers for follow-on COHORT assignment is discussed in appendix G.

Table E-1
Individual selection consideration

Individual situation	Reference	Eligible for Selection?
a. Soldier on assignment instructions.	AR 614-200	NO
b. Soldier fails to meet special qualifying criteria (for example, SQI "P").	AR 611-201	NO
c. Soldier has limiting profile which restricts assignment to area/country of deployment.	AR 611-201	NO
d. Soldier with exceptional family member.	AR 614-203	Evaluation not made at installation
e. Deployment location is Federal Republic of Germany and soldier is a German citizen.	AR 614-200 AR 614-30	NO
f. Soldier has been convicted of a crime in country of deployment.	AR 190-47	NO
g. Personnel actions	AR 614-200	Evaluation made at installation
(1) Soldier has favorable personnel action pending (for example, schooling, OCS, etc.)		
(2) Soldier has unfavorable action pending which would preclude assignment.		
h. Service time remaining. Is soldier's ETS at or beyond end of unit's life cycle?	AR 601-280AR 614-200	(See para 3-5 and app F)

Appendix F

COHORT Reenlistment

F-1. General

This appendix provides detailed reenlistment guidance for careerists (enlisted soldiers on a second or subsequent enlistment) and initial term enlisted soldiers assigned to COHORT units. This appendix should be used in conjunction with AR 601-280.

a. It applies to deploying and nondeploying COHORT units at company/battery and battalion level, to rotating battalions, and to COHORT units formed in the light infantry divisions.

b. Generally, careerists may be selected for and assigned to COHORT units without regard to their ETS. However, service remaining requirements imposed in conjunction with overseas tours applicable to rotating COHORT battalions and nonrotating/deploying COHORT battalions formed OCONUS may require eligibility decisions on the part of the soldier.

F-2. Careerists selected for or assigned to deploying COHORT units (companies, batteries, and battalions)

a. These soldiers will be assigned regardless of ETS and stabilized using AEA code "R" for either 36 months from formation date of companies or batteries deploying to either long or short tour areas OCONUS and battalions deploying to short tour areas OCONUS, or 48 months from date of arrival for COHORT battalions rotating to long tour areas OCONUS.

b. Careerists whose ETS occurs prior to the end of the life cycle of the deploying COHORT unit to which they are assigned will have the following options available to them:

(1) May extend their current enlistment to meet the prescribed OCONUS tour length requirements. Provided they are otherwise eligible, they can, upon completion of their obligation with their COHORT Unit, reenlist for any option otherwise available. This will provide the soldier with an opportunity to obtain training or to select a specific unit or location as a reenlistment option.

(2) May reenlist to meet the OCONUS tour length requirements of their unit.

(3) If unwilling to extend or reenlist, must execute a DA Form 4991-R (Declination of Continued Service Statement) and separate from the Army at ETS.

c. The Soldier will not be required to make a decision as to the desired option upon assignment or arrival in the unit but during the normal reenlistment window (3 months prior to ETS) or not less than 6 months prior to deployment or rotation, whichever occurs earlier. This does not preclude the soldier from voluntarily executing these options at any time after assignment.

d. Specific OCONUS tour length requirements are contained in AR 614-30 (also see app. G).

F-3. Careerists selected for or assigned to nondeploying/nonrotating COHORT units (companies, batteries, and battalions) in CONUS and whose ETS occurs prior to the end of the COHORT unit life cycle

a. These soldiers will be assigned regardless of ETS and stabilized using AEA code "R," for 36 months from formation date of unit if assigned on or before that date. If assigned after formation date, stabilization will be from date of assignment until completion of the unit life cycle.

b. Careerists in this category will have the following options available to them when their ETS occurs prior to the end of the unit life cycle:

(1) May extend their current enlistment for the period of time necessary to reach the end of the COHORT unit life cycle. If choosing to extend, the soldier, upon completing his obligation with the COHORT unit, may reenlist for any option available. As in deploying units, this will provide soldiers in nondeploying COHORT units the opportunity to obtain training or elect a specific unit or location as a reenlistment option.

(2) May reenlist at ETS only for the Regular Army reenlistment option (AR 601-280, table 4-1). As stated in AR 601-280, paragraph 4-5, soldiers assigned to a COHORT unit may reenlist for reassignment only upon completion of the unit's normal life cycle.

(3) If the soldier is unwilling to extend or reenlist during his normal reenlistment window to complete the COHORT unit life cycle, he may elect to separate from the Army at ETS.

c. Soldiers selected for or assigned to COHORT nondeploying units in CONUS will not be required to sign a DA Form 4991-R at any time during their tour with the unit nor to make a reenlistment/extension decision immediately upon arrival in the unit. However, this does not preclude the soldier from voluntarily executing either extension or reenlistment action at any time after assignment.

F-4. Careerists selected for or assigned to nonrotating/nondeploying COHORT battalions formed OCONUS

a. Career soldiers selected for assignment to an OCONUS-based nonrotating battalion from CONUS will be

required to select the “with dependents” or “all others” tour in order to meet the service remaining requirements prescribed for the OCONUS area. This will be either 18 months, if they are authorized and elect to serve an “all others” tour, or 36 months, if serving the “with dependents tour,” from their date of arrival in the OCONUS command.

b. Careerists selected for assignment to a nonrotating/nondeploying battalion while serving in the OCONUS command must have an ETS/DEROS which will permit serving until either the 18 month reload point or the end of the unit life cycle, whichever is applicable.

F-5. Initial termers (soldiers serving an initial term of active Federal military service) in both deploying and nondeploying COHORT units

a. Initial term soldiers assigned directly to a COHORT unit after completion of basic and advanced individual training will—

(1) Normally be recruited under the U.S. Army COHORT Enlistment Option (AR 601-210, option 9-23) for assignment to a COHORT unit.

(2) Be stabilized with AEA code “R” for 36 months to meet the unit life cycle/OCONUS tour length requirements.

(3) Be eligible for any of the appropriate reenlistment options for initial term soldiers completing a tour with a COHORT unit as currently outlined in AR 601-280.

b. Initial term soldiers serving a subsequent/follow-on COHORT assignment (if completing the unit life cycle of their COHORT unit and identified to fill or assigned against a requirement in a second COHORT unit) will be required to serve with that second unit only until ETS. At ETS, they may reenlist for any option for which they are otherwise eligible in accord with AR 601-280. This constitutes an exception to the COHORT stabilization policy for these soldiers. However, the chain of command should make every effort to encourage these soldiers, in a positive way, to extend or reenlist to meet the life cycle/tour length requirements of the new COHORT unit.

c. Initial term soldiers serving their first COHORT assignment after completing an initial tour of duty with a non-COHORT unit located CONUS or OCONUS will—

(1) Be assigned regardless of ETS and be stabilized with AEA code “R” for 36 months to meet the unit life cycle/OCONUS tour length requirement, as appropriate.

(2) Be required to serve with their COHORT unit only until ETS. At ETS, they may reenlist for any option for which they are otherwise eligible in accord with AR 601-280. This is an exception to the COHORT stabilization policy for these soldiers. However, the chain of command should make every effort to encourage these soldiers to extend or reenlist to meet the life cycle/tour length requirements of their COHORT unit.

(3) Be assigned to an OCONUS based COHORT until, only if appropriate action is taken to meet the service remaining requirements prescribed for that OCONUS tour. This will be either 12 months (short tour area) or 18 months if they elect to serve the “with dependents” tour.

F-6. Selective reenlistment bonus program

This is a New Manning System related program that allows unserved periods of up to 2 years of extended obligated service to be forgiven in computation of selective reenlistment bonus entitlements. It is available only to initial term soldiers assigned to designated rotating COHORT battalions.

a. Initial term soldiers in these units will be given the option to extend or reenlist to meet service remaining requirements permitting them to accompany their battalions CONUS or OCONUS. The ability to forgive unserved extended obligated service in bonus computation is a valuable tool in encouraging bonus skill initial term soldiers to extend now, rotate with their units and reenlist later. An example follows: SP4 Jones, initial term serving in a bonus MOS, on a 3-year enlistment, has an ETS of 20 May 86. He elects to extend his enlistment, now, for 19 months (new ETS 20 Dec 87), to meet the service remaining requirement to rotate with his battalion. During September 1986, he elects to reenlist and 15 months of unserved extended obligated service are forgiven in the computation of his SRB entitlement.

b. This provision affects soldiers serving an initial term of active Federal military service, who have not reenlisted previously, but who have been selected for or assigned to a COHORT battalion rotating to a CONUS or OCONUS area. The eight combat arms battalions initially included in the COHORT battalion rotation program are shown in table F-1.

Table F-1
Designated COHORT rotating battalions

FORSCOM Unit: 1-41 Infantry Battalion, Ft Hood, TX

Rotation Date: June 86

USAREUR Unit: 3-41 Infantry Battalion, Garlstedt, GE

FORSCOM Unit: 2-5 Field Artillery Battalion, Ft Riley, KS

Rotation Date: June 86

USAREUR Unit: 4-5 Field Artillery Battalion, New Ulm, GE

Table F-1
Designated COHORT rotating battalions —Continued

FORSCOM Unit: 2-5 Cavalry Squadron, Ft Hood, TX

Rotation Date: July 86

USAREUR Unit: 2-33 Armor Battalion, Kirchgoens, GE

FORSCOM Unit: 3-325 Infantry Battalion (Abn), Ft Bragg, NC

Rotation Date: June 86

USAREUR Unit: 4-325 Infantry Battalion (Abn) Vicenza, IT (SETAF)

c. Only initial term soldiers assigned to the battalions in table F-1 may avail themselves of this “loan forgiveness provision.” If eligible for a selective reenlistment bonus, such soldiers will be allowed to extend their current enlistment to meet appropriate service remaining requirements (for example, until the initial term reload point after deployment) for their COHORT rotating battalion. They may then reenlist later under the “loan forgiveness” provisions.

d. Reenlistment bonus computation will be based on the bonus level in effect at the time of extension or time or reenlistment, whichever is greater.

e. When this enlistment option is exercised, the following reenlistment code must be used for SIDPERS entries: 996—selective reenlistment bonus (SRB) entitlement for designated COHORT battalions.

f. The effective date for application of this provision for subsequently identified COHORT units will not be earlier than 60 days prior to the COHORT unit formation date specified by HQDA.

Appendix G Stabilization

G–1. General

This appendix provides detailed guidance concerning stabilization of soldiers in COHORT units. It concerns all types of COHORT units, to include ID(L) COHORT units.

G–2. COHORT personnel stabilization guidelines

a. Basic policy and procedures for the stabilization of units, agencies, activities, and soldiers are contained in AR 614–5. The guidelines for stabilizing personnel in COHORT units have been extracted from that regulation and other HQDA policy documents and incorporated in this appendix to facilitate the transition to and implementation of the COHORT Unit System.

b. Stabilization of members of COHORT units is measured as tenure in the COHORT unit rather than tour length at a location. The COHORT unit life cycle in large measure, dictates the periods of stabilization for soldiers assigned to COHORT units. The status of the COHORT unit, whether deployable or nondeployable, also has an influence on the periods of stabilization. Soldiers assigned to deploying or rotating COHORT units are subject to service remaining requirements imposed by prescribed OCONUS tour lengths, which may lengthen or shorten their periods of stabilization.

c. The unit life cycle for COHORT companies and batteries (whether deploying or nondeploying) is 36 months. Nondeploying/ nonrotating COHORT battalions and COHORT battalions scheduled for deployment to short tour areas OCONUS are also formed for 36 months. Rotating COHORT battalions scheduled for deployment to long tour areas overseas have a life cycle of 72 months. Periods of stabilization prescribed to complement these life cycles are shown in table G–1.

Table G–1
COHORT periods of stabilization

COHORT unit	Number of months		
	officer	warrant officer	enlisted
Company and battery (deploying or nondeploying) (See note 1.)	36	36	36
Nonrotating battalion (includes those located OCONUS) (See notes 1, 4.)	36	36	36
Deploying battalion (short tour area) (See notes 1, 4.)	36	36	36
Rotating battalion (long tour area)			
—initial term soldier (See notes 2, 4.)	NA	NA	36
—officer and career enlisted (See notes 3, 4.)	48	48	48

Notes:

¹ Computed from formation date of unit if assigned on or before that date. Soldiers assigned after formation date will be stabilized from date of assignment until completion of the unit life cycle.

² Computed from formation date (start-up) or initial/first term reload points (CONUS/OCONUS).

³ Computed from date of arrival in the unit. Allows stabilization credit from time served in the unit prior to formation date for start-up of rotating COHORT battalions.

⁴ Prescribed OCONUS tour lengths elected to be served by COHORT members will have an impact on these periods of stabilization.

⁵ Exceptions to these COHORT periods of stabilization are discussed in paragraph G–3.

G–3. COHORT stabilization guidance

A summary of the implementation of COHORT stabilization policies to include authorized exceptions is as follows:

a. Paragraph G–2 discusses stabilization as it applies to COHORT units, describes unit life cycles by type unit, and prescribes minimum periods of stabilization for soldiers assigned to these units.

b. The following are exceptions to the COHORT stabilization guidance:

(1) “All others” COHORT tour (OCONUS). All personnel (officer and enlisted) assigned to a COHORT unit located in a long tour area OCONUS eligible for and electing to serve an “all others” tour will be permitted to leave their units at the completion of the prescribed COHORT 18 month “all others” tour. This includes a nonrotating COHORT battalion formed in the OCONUS theaters (for example, 25 ID(L) or 6ID(L)).

(2) Promotions. Stabilization may be terminated on effective date of promotion only if no valid requirement exists in the new grade in the COHORT unit. For short periods of time (for example, 6 months to end of COHORT unit life cycle) enlisted COHORT soldiers may be utilized in a one-grade lower position. (Also, see AR 614-5, para 2-8.)

(3) Schooling.

(a) Enlisted soldiers will be permitted to apply for and, if selected, attend OCS, flight training, USMA, USMA Preparatory School, or warrant officer training at any time during the life cycle of their COHORT unit. They may also participate in other officer procurement programs, to include programs in which an officer attends schooling leading to qualification for reappointment in or transfer to a special branch. In general, a soldier serving in a COHORT unit may not submit a personnel action for any other volunteer program (for example, airborne, ranger, special operations) which will result in reassignment from the COHORT unit, until the final year of the soldier's period of stabilization (unless in an ID(L) COHORT unit (see (b) below). This policy does not preclude soldiers applying for or attending training/education/career development courses (for example, CAS3 or NCOES) or courses that result in award of MOS, additional skill identifier (ASI), or special qualification identifier (SQI) that are authorized in the COHORT unit and is conducted on a TDY and return basis.

(b) Soldiers assigned to ID(L) COHORT units may apply for and, if selected, attend Ranger School on a TDY and return basis at any time during the life cycle of the unit. In accord with DA policy, the soldier will enjoy a minimum of 2 years of stabilization with the COHORT unit as of completion date of Ranger School. This 2-year period may run concurrently with his or her current period of COHORT stabilization or may even exceed the normal period of stabilization.

(c) Company grade officers may attend the Officers Advanced Course (OAC) in a "PCS and return" status. If assigned to rotating COHORT battalion, attendance at OAC should be programmed to allow the individual to rejoin the unit prior to the 6-month period immediately preceding rotation or during the 6-month period immediately following rotation to the new location. OAC attendees in a "PCS and return" status should not be programmed to return to the unit during the six-month period immediately preceding rotation. A second PCS within a 12-month period for COHORT soldiers is permitted as an exception to AR 614-6, but should be avoided to the greatest extent possible.

(d) Company grade officers may be programmed for attendance at CAS3 on a "TDY and return" basis.

(e) Senior NCOs may be programmed to attend the SGM Academy in a "PCS and return" status.

(f) Selection for, attendance at, and return from school for officers and NCOs assigned to COHORT units will be based on the desires of the chain of command. These actions will be coordinated with MILPERCEN on a case-by-case basis, taking into account professional development and family considerations to preclude the imposition of unwarranted hardship on the soldier and his family.

(g) Exceptions to stabilization may be granted for officers selected for attendance at CGSC or Senior Service Schooling. Every attempt, however, must be made to have the officer complete the applicable stabilization requirements before departure for schooling.

(4) Field grade officers. A field grade officer serving as battalion executive officer or battalion S3 may be reassigned after serving a minimum of 1 year in either of those positions in COHORT units.

(5) Command tours.

(a) Current command tours for battalion commanders (24 months + 6 months and company or battery commanders (18 months +/- 6 months)) apply to officers in COHORT units.

(b) There will be no change of command in COHORT companies and batteries 3 months prior to/after the unit formation date and the rotation/deployment date.

(c) There will be no change of battalion command 3 months prior to/after the unit formation date and, for rotating battalions, 6 months prior to/after rotation date.

(6) OBV 3 Officers.

(a) OBV 3 officers may be assigned to COHORT units. However, if their service obligation is extended, the period of stabilization will be adjusted to 36 or 48 months, depending on the type of COHORT unit to which they are assigned and providing grade and position are compatible.

(b) OBV 3 officers assigned to COHORT units may apply for Conditional Voluntary Indefinite (CVI) status on entering the zone of consideration for promotion to captain and will be considered by the semi-annual promotion/CVI board at MILPERCEN. OBV3 officers assigned to COHORT units may apply for a short term extension in accordance with AR 135-215, paragraph 17b.

(c) OBV 3 officers assigned to rotating COHORT battalions or deploying battalions/companies/batteries may deploy with their units to an OCONUS long tour area if they have sufficient time remaining on their service commitment at the time of rotation or deployment to complete the overseas tour obligation (36 months for accompanied long tour, 18 months for COHORT "all others" long tour, or 12 months for unaccompanied short tour).

(7) Cross-leveling.

(a) First term soldiers may be cross-leveled within a COHORT battalion prior to completion of their 36-month stabilization under the following circumstances:

1. When promotion to E5 results in a soldier becoming available to occupy a leadership position. (Promotion to E5

will not, in and of itself, require cross-leveling within the battalion. E5s may occupy skill level 1 positions at the discretion of the battalion commander; for example, keeping tank crews together.)

2. For rehabilitation purposes.

3. In reaction to unforeseen attrition or readiness requirements.

(b) In all instances, commanders will minimize intrabattalion/unit movement of soldiers in order to maximize the cohesion and bonding of individuals and their leaders, both horizontally and vertically, within the subordinate units of the battalion, company, or battery.

(c) Movement of officers and NCOs within a COHORT unit is permitted for purposes of professional development, training, or readiness.

1. Examples at the company level would include, though not be limited to, moving a lieutenant from duty as a platoon leader to company XO or moving a squad leader to fill a platoon sergeant position.

2. Examples at the battalion level would include moving a captain from duty as a unit commander to a battalion staff position or moving a recently promoted platoon sergeant to another company in the battalion.

(8) Second COHORT unit reenlistment options. Initial term soldiers completing a COHORT unit life cycle identified to fill or assigned against a requirement in a second COHORT unit will be required to serve with the second unit only until ETS. During their normal reenlistment window, they may reenlist for any option for which they are otherwise eligible in accordance with 601–280, and, if applicable, leave their COHORT.

(9) COHORT reenlistment options. Initial term soldiers completing an assignment with a non-COHORT unit (initial COHORT assignment), will be required to serve with that COHORT unit only until ETS. During their normal reenlistment window, they may reenlist for any option for which otherwise eligible in accord with AR 601–280 and if, applicable, leave their unit.

(10) Assignment of Army Medical Department (AMEDD) personnel.

(a) AMEDD skill level 1 soldiers will be stabilized for 36 months in a COHORT unit. However, in order to retain the necessary currency in medical skills as well as to improve these skills, these soldiers will be afforded the opportunity to serve in installation medical facilities/hospitals during the life cycle of their unit. This will not only benefit the skill of level 1 soldier but also his COHORT unit by providing that unit with better trained medical personnel.

(b) Physician assistant (PAS) will be stabilized in rotating COHORT battalions for a period of at least 42 months. PAs will be assigned to a COHORT unit rotating from CONUS to OCONUS a minimum of 6 months prior to rotation and will remain assigned to that unit for the duration of its OCONUS assignment (36 months). Individual PAs serving an “all others” or initial term tour of 18 months will be permitted to leave the COHORT unit upon completion of their tour. In these instances a PA will be assigned to the unit for the remainder of the OCONUS tour. Upon rotation from OCONUS to CONUS, a PA will be on-site at the CONUS location as backfill for the incoming rotating unit. This PA will be assigned to the COHORT unit in CONUS for a period of at least 24–30 months, with a new PA being assigned a minimum of 6 months prior to unit rotation to OCONUS; thus, once again beginning the cycle.

(c) PAs assigned to all other types of COHORT battalions will serve a 36-month period of stabilization. PAs assigned to a deploying COHORT battalion (short tour area), will deploy with and serve 36 months with that unit.

(d) Medical Service Corps (MSC) Officers (medical platoon leaders).

1. In rotating COHORT battalions (long tour), MSC officers will be stabilized for at least 24 months. An MSC lieutenant will be assigned to a rotating CONUS-based battalion 6 months prior to rotation to OCONUS and remain with that battalion for the first 18 months of the OCONUS tour. The MSC lieutenant will then be either reassigned to a CONUS UNIT (if serving an 18-month “all others” tour) or be reassigned to another non-COHORT unit in-theater (if serving a 3-year “with dependents” long tour). Another MSC lieutenant will then be assigned to the battalion for the remaining 18 months of the OCONUS assignment and for a 6-month period after rotation to CONUS. Six months after rotation to CONUS a new MSC lieutenants will be assigned to the battalion for 24 months. At this point the cycle will begin again with an MSC lieutenant being assigned 6 months before rotation to OCONUS.

2. In deploying COHORT battalions (short tour), MSC officers will be stabilized for 18 months. An MSC officer will be assigned to a rotating OCONUS—based battalion for the initial 18 months of its 3-year life cycle and then be reassigned (normally to another unit on the installation). Another MSC lieutenant will be assigned to the battalion 6 months prior to the rotation and will remain assigned to that unit for the duration of its OCONUS assignment (12 months).

3. For nonrotating/nondeploying COHORT battalions, MSC officers will be stabilized for 18 months. Officers assigned to OCONUS nonrotating battalions will be either reassigned to a CONUS unit (if serving an 18-months “all others” tour) or be reassigned intratheater to another unit (if serving a 3-year “with dependents” long tour).

(e) NCOs—CMF 91 NCOs will be stabilized in rotating COHORT battalions for at least 42 months. NCOs will be assigned to a COHORT battalion rotating from CONUS to OCONUS a minimum of 6 months prior to rotation and will remain with that unit for the duration of its OCONUS assignment. Upon rotation to CONUS, the incumbent will be reassigned. Another NCO will be assigned to the unit at the new location as backfill and will be stabilized in the unit until the cycle begins once again with the assignment of a new NCO in preparation for unit rotation back to OCONUS. CMF 91 NCOs assigned to all other types of COHORT units will serve a 36-month stabilized tour with their units.

(f) AMEDD officers and NCOs will also be afforded the opportunity to serve in installation medical facilities/hospitals during the life cycle of their unit.

(g) AMEDD personnel will also be given the same professional development considerations as other COHORT soldiers.

(h) AMEDD personnel are eligible to participate in the Homebase and Advanced Assignment Program in accord with applicable regulations.

(11) Assignment and stabilization of chaplains.

(a) Chaplains will normally be assigned to a COHORT unit in CONUS as a start-up cadre member or a full-cycle staff member to a rotating COHORT battalion returning from OCONUS. They will remain with that unit throughout its CONUS phase and subsequent rotation to OCONUS and serve either the 36 month or 18-month "all others" tour as applicable.

(b) Exceptions will be treated on a case-by-case basis and may include, but are not limited to, promotions and selection for the Chaplain Advance Course.

(c) Chaplains assigned to COHORT rotating battalions may rotate from OCONUS to CONUS with their unit. Priority, however, will be given to professional development through attendance at the advance course.

(d) Rotating COHORT battalions returning to CONUS will normally receive a battalion chaplain upon arrival at the gaining command's location.

(e) Chaplains, in an OBV status, may be assigned to COHORT Battalions and rotate to OCONUS. Their orders will be amended to cover a full 36-month tour if the chaplain is granted CV1 or extended and is not on an "all others" tour.

(f) Chaplains assigned to nonrotating/nondeploying COHORT battalions will be stabilized for 36 months with that unit, unless the unit is based OCONUS and the individual requests and receives an 18-month "all others" COHORT tour.

(g) Chaplains assigned to COHORT battalions designated to deploy to OCONUS short tour areas as part of a 3-year life cycle will be stabilized for 36 months with that unit and will deploy OCONUS with that unit.

(h) The Office of the Chief of Chaplains issues "Request for Orders" through MILPERCEN to the local MILPO that manages the Chaplain's Field File. Once assigned, a COHORT battalion chaplain will not be reassigned without the concurrence of the Office of the Chief of Chaplains.

(12) Low Density specialty code (SC) officers (Military Intelligence, Signal, and Chemical Corps).

(a) Assignment of these officers should be handled on a case-by-case basis as determined by the COHORT battalion commander in concert with the senior branch officer within the division/corps. Unit commanders will be allowed the flexibility to rotate these officers within the division/corps to meet the specific needs of their units and the professional development of the officers.

(b) Officers in these specialties will be stabilized in COHORT units for at least 12 months.

(c) Low Density SC officers assigned to rotating COHORT battalions will rotate with their unit to the CONUS/OCONUS location. Replacement of these officers must be programmed so as not to coincide with a designated "lock-in" period for a rotating battalion.

(d) Officers assigned to OCONUS-based COHORT battalions will also serve at least 12 months with their unit.

G-4. Follow-on COHORT assignment policy

a. Soldiers serving a stabilized tour with a COHORT unit may request a follow-on assignment to another COHORT unit through their chain of command and supporting MILPO to the appropriate career branch at MILPERCEN.

b. These requests will be initiated on DA Form 4187 (Personnel Action) 12 months prior to the end of the unit life cycle or period of stabilization and contain the following comments in the remarks section of that form:

(1) A statement that the soldier is volunteering for a follow-on COHORT assignment.

(2) The proposed COHORT unit of assignment.

(3) For enlisted soldiers, verification that AEA code "R" and assignment eligibility and availability date (AEADT) are posted on the SIDPERS Personnel File (SPF).

(4) For officer, verification that the date of availability (DTAV) has been adjusted to ensure stabilization.

c. A voluntary follow-on-assignment to a COHORT unit is not guaranteed, but will be considered with professional development needs and Army requirements.

d. An involuntary follow-on COHORT assignment will be considered by MILPERCEN only when such an assignment meets the needs of the Army and does not adversely affect the soldier's professional development.

G-5. Stabilization procedures

The servicing MILPO, both CONUS and OCONUS, will stabilize enlisted soldiers assigned to COHORT units by award of and assignment eligibility and availability (AEA) code "R". Officers identified to MILPERCEN as being assigned to a COHORT unit will have their DTAV in their branch file annotated to reflect the period of stabilization. COHORT stabilization will take precedence when two or more AEA codes or rationales for stabilization exist.

G-6. Reassignment based on extreme family problems

Requests for reassignment based on extreme family problems will be processed in accord with AR 614-100 or AR 614-200 as applicable.

G-7. Requests for exceptions

Requests for exceptions to these stabilization policies may be forwarded through command channels with appropriate recommendations to HQDA (DAPE-MPU), WASH DC 20310-0300 for decision.

Appendix H

Personnel Movement Directive

Format for personnel movement directive is shown at figure H-1.

H-1. Format for personnel movement directive

UNCLASSIFIED

CDR MILPERCEN ALEX VA//DAPC-EPS-I//
CDR FORSCOM FT MCPHERSON GA//AFPR-OM//
INFO CDR (CONUS CORPS AS APPROPRIATE)
CDR (CONUS DIV)
CDR (OCONUS DIV)
CDR (CONUS BN)
CDR MTMC FALLS CHURCH VA//MPTO-T//
DA WASH DC//DAPE-MPM-OA/DAPE-PSB/DAMO-ODO/
DALO-TSP-PX//
CDR MILPERCEN ALEX VA//DAPC-OPD-M/DAPC-EPK/
DAPC-EPS-O/ DAPC-EPS-I//
CDR (PERSONNEL CMD OCONUS CMD)
CDR TCATA FT HOOD TX//ATCH-NMS//
CDR SSC FT BEN HARRISON IN//ATSO-DSN//

UNCLAS

SUBJECT: PERSONNEL MOVEMENT DIRECTIVE NUMBER XX-XX (COHORT UNIT)

A. AR 600-83
B. AR 614-200

1. CDR FORSCOM IS AUTHORIZED TO TAKE NECESSARY ACTION TO PREPARE AND EXECUTE THE MOVEMENT OVERSEAS OF THE PERSONNEL ASSIGNED TO (CONUS UNIT) ON A PCS ON DATE SPECIFIED IN PARAGRAPH 3 BELOW TO (CONUS UNIT). PORT CALL WILL BE AT THE DIRECTION OF COMMANDER MTMC OR HIS OR HER DESIGNATED REPRESENTATIVE.

2. REQUIRED DEPLOYMENT STRENGTH (MINIMUM): (EXAMPLE)

A. OFFICER: CPT/11B-1, LT/11B-5, TOTAL 6.
B. ENLISTED:
(1) E5 AND ABOVE: 11B5M-1, 11B40-3, 11C40-1, 11C30-1, 31V30-1, 76IY30-1, 11B20-9, 11C20-3, 76Y30-1, 11B20-9, 11C20-3, TOTAL 29.
(2) E4 AND BELOW: 11B10-88, 11C10-15, 31V10-1, 36K10-1, 76Y10-1, TOTAL 106.
C. AGGREGATE: 141.
D. SOURCE; MTOE 07-015HP801, AUTH AT LEVEL 2, E-DATE 8406.
E. NUMBERS ACCOUNT FOR 95% DEPLOYMENT STRENGTH BY MOS/GRD AND FIRST TERM SUBSTITUTION.

3. REPORT DATE AT OVERSEAS DESTINATION (MONTH/YEAR). PERSONNEL SHIPMENT READINESS DATE (PSRD) IS (DAY/MONTH/YEAR).

4. PERSONNEL ARE ASSIGNED TO (OCONUS UNIT) UPON DEPARTURE FROM CONUS POE.

5. (IF SHORT TOUR) THIS IS AN UNACCOMPANIED TOUR.

5. (IF LONG TOUR) THIS IS AN ACCOMPANIED TOUR. MOVEMENT OF DEPENDENTS IS AUTHORIZED IAW PARA M7000 JTR. CONCURRENT TRAVEL OF DEPENDENTS IS SUBJECT TO APPROVAL OF (OCONUS CDR) NOT LATER THAN 6 MONTHS PRIOR TO PSRD. APPLICATION WILL CITE THIS MOVEMENT DIRECTIVE AS ASSIGNMENT AUTHORITY.

6. INSTALLATION TRANSPORTATION OFFICER (ITO) WILL COORDINATE NECESSARY TRANSPORTATION WITH MTMC. PERSONNEL WILL MOVE ON CALL OF COMMANDER, MTMC OR HIS DESIGNATED REPRESENTATIVE. INDIVIDUALS TRAVELING BY AIR MAY BE AUTHORIZED SHIPMENT OF EXCESS BAGGAGE AS DETERMINED BY THE AGENCY RESPONSIBLE FOR REQUESTING ISSUANCE OF ORDERS. MILITARY PERSONNEL RECORDS JACKETS WILL BE SHIPPED IAW PARA 3-10, AR 220-10 AT THE SAME TIME AS PERSONNEL SHIPMENT USING THE SAME MODE OF TRANSPORTATION.

7. THIS IS A GROUP PERSONNEL MOVEMENT. ALL PERSONNEL ASSIGNED TO THE UNIT WILL DEPLOY ON DATE INDICATED. TOE/MTOE AND CTA EQUIPMENT, UNIT MEMORABILIA, PUBLICATION REFERENCE FILES, TOE LIBRARIES, ASL, PLL, ORGANIZATIONAL TROPHIES AND HISTORICAL PROPERTY WILL NOT BE MOVED.

Figure H-1. Format for personnel movement directive

8. THE COMMANDER OF PERSONNEL DEPLOYING TO LOCATIONS AUTHORIZED HOMEBASE ADVANCE ASSIGNMENT PROGRAM (HAAP) WILL, (EIGHT MONTHS PRIOR TO DEPLOYMENT, FOR DEPENDENT RESTRICTED AREAS) (3 MONTHS PRIOR TO DEPLOYMENT FOR LONG TOUR AREAS), FORWARD A ROSTER TO MILPERCEN (DAPC-EPH-R) OF THOSE SOLDIERS ELIGIBLE FOR HAAP ASSIGNMENTS.

9. PROVISIONS OF AR 55-46, AR 220-10, AR 614-6, AND AR 614-30 APPLY. SECOND PCS CONSTRAINTS ADDRESSED IN AR 614-6 DO NOT APPLY TO SOLDIERS IN COHORT UNITS. HOWEVER, INSTALLATION CDRS WILL MINIMIZE THE OCCURRENCE OF SECOND PCS IN ONE FISCAL YEAR FOR THESE COHORT SOLDIERS.

10. DA MPA FUNDS ARE AVAILABLE TO DEFRAY COST OF MOVING PERSONNEL AND DEPENDENTS.

11. THIS DIRECTIVE AUTHORIZES THE SERVICING MILPO TO ISSUE GROUP REASSIGNMENT ORDER IAW FORMAT 417, AR 310-10. UNIT COMMANDER WILL INFORM UNIT MILITARY PERSONNEL THAT DEPLOYMENT IS SCHEDULED ON THE ASSIGNED PSRD. LOCAL ANNOUNCEMENT IS AUTHORIZED BY COMMANDERS CONCERNED UPON RECEIPT OF THIS PERSONNEL MOVEMENT DIRECTIVE.

12. NOT LATER THAN 30 DAYS PRIOR TO PSRD TWO COPIES OF MOVEMENT ORDER WILL BE PROVIDED TO MILPERCEN (DAPC-EPS-I), 2461 EISENHOWER AVENUE, ALEXANDRIA, VA 22331, AND TWO COPIES TO MILPERCEN (DAPC-OPD-M), 200 STOVALL STREET, ALEXANDRIA, VA 22332. WITHIN 24 HOURS OF ARRIVAL IN GAINING COMMAND, UNIT COMMANDER WILL NOTIFY MILPERCEN (ABOVE OFFICE SYMBOLS) BY ELECTRICAL MESSAGE OF ACTUAL MOVEMENT STRENGTH BY NUMBERS (OFFICERS, WARRANT OFFICERS, AND ENLISTED SOLDIERS) AND IDENTITY OF ANY ASSIGNED MEMBERS WHO DID NOT ACCOMPANY THE GROUP.

13. PROCESSING OF PERSONNEL FOR OVERSEA MOVEMENT WILL BE GUIDED BY AR 612-2. PERSONNEL WILL ARRIVE IN THE OVERSEA AREA MEETING ALL REQUIREMENTS OF THE OVERSEA COMMAND. PROVISIONS OF AR 614-30 APPLY.

14. ENLISTED SOLDIERS ASSIGNED TO THE SPECIFIED UNIT MAY REENLIST FOR OPTIONS OTHER THAN THEIR PRESENT DUTY ASSIGNMENT (PDA) ONLY TO BE REASSIGNED AT THE DESIGNATED EXIT PERIOD FOR THE UNIT (AR 601-280).

15. DIRECT COORDINATION BETWEEN ALL CONCERNED IS AUTHORIZED.

16. THIS MOVEMENT DIRECTIVE CONSTITUTES AN ASSIGNMENT ALERT AND HAS THE SAME EFFECT UPON BOTH OFFICER AND ENLISTED PERSONNEL.

17. (SHORT TOUR) DOCUMENTATION PRODUCED TO SUPPORT THIS MOVE (I.E., REASSIGNMENT ORDERS, ETC.) SHOULD BE CLEARLY MARKED AS COHORT UNIT.

17. (LONG TOUR) DOCUMENTATION PRODUCED TO SUPPORT THIS MOVE (I.E., REASSIGNMENT ORDERS; REQUESTS FOR CONCURRENT TRAVEL; SHIPPING DOCUMENTATION, BOTH HOUSEHOLD AND VEHICLE REQUESTS; ETC.) SHOULD BE CLEARLY MARKED AS COHORT UNIT.

UNCLASSIFIED

Figure H-1. Format for personnel movement directive—Continued

H-2. Title not used.

Paragraph not used.

Appendix I

Accelerated Advancement to E4 for COHORT Units

I-1. Accelerated Advancement to E4 for COHORT Units

This appendix provides additional guidance for advancement of soldiers assigned to COHORT units to E4. Figure I-1 presents a step-by-step procedure for computation of advancements to E4 for COHORT units.

-
- | | | |
|---------|---|-------------------------|
| Item 1. | The total number of assigned E3s and E4s with 12 or more months TIS as of promotion month. | _____ |
| Item 2. | Item 1 x 20 percent (fractions will be rounded off to the nearest whole number). | _____ |
| Item 3. | The total number of assigned E4s with less than 26 months TIS. | _____ |
| Item 4. | Subtract item 3 from item 2 to obtain maximum number of E3s with 12 or more, but less than 26 months TIS who may be advanced to E4. | _____ |
| Item 5. | Total number of assigned E3s with 12 or more, but less than 26 months TIS and at least 3 months TIG. | _____ |
| Item 6. | If Item 4 equals 0, the following waiver zone advancements are authorized as an exception:
If item 5 is between 1--50: then promote 1 additional soldier (1 waiver advancement).
If item 5 is between 51--100: then promote 2 additional soldiers (2 waiver advancements).
If item 5 is between 100--up, then promote 3 additional soldiers (3 waiver advancements). | _____

_____ |

Note:

Waiver zone promotions are authorized as an exception to policy. Refer to AR 600-200 for additional information on promotable status.

Figure I-1. Sample format—work sheet for computation of COHORT E4 advancement

I-2. Title not used.

Paragraph not used.

Appendix K

Accelerated Advancement to E2 for COHORT Units

K-1. Accelerated Advancement to E2 for COHORT Units

This appendix provides additional guidance for advancement to E2 of soldiers assigned to COHORT units. Figure K-1 presents a step-by-step procedure for computation of advancements to E2 for COHORT units.

Item 1.	The number of E1s with 6 months TIS (personnel in item 1 may be advanced without constraint, if in promotable status).	_____
Accelerated advancement is authorized for E1s with at least 4 months TIS, but less than 6 months TIS as follows:		
Item 2.	The number of E1s assigned.	_____
Item 3.	The total number of E2s assigned.	_____
Item 4.	The total of Items 2 and 3.	_____
		x 20%
Item 5.	Twenty percent of item 4 (total number of E2s allowed with less than 6 months TIS). (Fractions will be rounded off to the nearest whole number.)	_____
Item 6.	The total number of E2s assigned with less than 6 months TIS.	_____
Item 7.	The maximum number of E1s with less than 6 months TIS who may be advanced to E2. (Item 7 is determined by subtracting item 6 from item 5. If item 6 is larger than item 5, no advancements in waiver zone are authorized.)	_____
Notes:		
1. The source of Items 1, 2, 3, and 6 is the CO1 Report or other appropriate documents.		
2. See AR 600-200, paragraph 7-6, regarding promotable status.		

Figure K-1. Sample format—work sheet for computation of COHORT E2 advancements

K-2. Title not used.

Paragraph not used.

Appendix L

Unit Movement Directive

L-1. Unit movement directive

A unit movement directive will be issued by HQDA to approve the PCS/TCS of a unit. Upon receipt of the movement directive the MACOM to which the unit belongs will publish a movement order.

L-2. Format for a unit movement directive

The format for a unit movement directive is at figure L-1.

FROM: HQDA WASH DC//DAMO-ODO//
TO: (MACOM TO WHICH UNIT BELONGS OR INSTALLATION CDR
INFO: (MACOM GAINING THE UNIT)
(APPROPRIATE UNIFIED COMMANDER)
MTMC FALLS CHURCH VA
CDR MILPERCEN ALEX VA (PCS MOVE ONLY)
(APPROPRIATE MTMC AREA COMMAND)
(OTHERS AS APPROPRIATE)
CLASSIFICATION
SUBJECT: MOVEMENT DIRECTIVE (1) -- (79)
(MOVEMENT DIRECTIVES WILL BE NUMBERED CONSECUTIVELY BY CALENDAR YEAR)
A. REFERENCE (AS APPLICABLE, CITING THE MOVEMENT REQUEST)
1. () MACOM OR INSTALLATION CDR IS AUTHORIZED TO EXECUTE THE PCS/TCS OF THE FOLLOWING UNIT (UNITS)
AS INDICATED:
2. () UNIT: _____ FROM _____ TO _____
A. () UIC:
B. () MTOE:
C. () STRENGTH:
(1) () AUTH: OFF/WO/ENL/AGGR
(2) () MOVEMENT: OFF/WO/ENL/AGGR
(3) () ADVANCE PARTY: OFF/WO/ENL/AGGR
(4) () MAIN BODY: OFF/WO/ENL/AGGR
(5) () REAR DETACHMENT: OFF/WO/ENL/AGGR
D. () TRANSPORTATION REQUIRED:
(1) () PERSONNEL:
(2) () EQUIPMENT: (AUTH FOR EXCESS BAGGAGE IF APPLICABLE)
E. () DESIRED SHIPMENT DATES:
(1) () PSRD: ADVANCE PARTY/MAIN BODY/REAR DETACHMENT
(2) () ESRD:
(3) () ASRD: (IF APPLICABLE):
F. () LATEST CLOSURE DATE:
G. () DEPENDENT INFORMATION:
(1) () NO OF FAMILIES: OFF/WO/ENL/AGGR
(2) () TRANSPORTATION ARRANGEMENTS (I.E., WILL DEPLOY LATER AS APPROVED BY GAINING MACOM;
INDEPENDENT PORT CALLS, ETC.)
3. () SPECIAL INSTRUCTIONS:
A. () PUBLIC AFFAIRS GUIDANCE
B. () PERSONNEL GUIDANCE
C. () COMMAND ARRANGEMENTS (I.E., WHEN UNIT TRANSFERS TO NEW COMMANDER).
D. () FUNDING INFORMATION:
E. () SPECIAL PROBLEMS (PERSONNEL, LOGISTICAL, FACILITIES, ETC.).
F. () (OTHER INFORMATION AS REQUIRED).

Figure L-1. Format for a unit movement directive

Appendix M

Request for Unit Move Approval

M-1. Request for unit movement authority

A request for unit movement authority will be submitted by the MACOM to which the subordinate unit (unit to be moved) is assigned or attached. This responsibility will be subdelegated to subordinate commands of the MACOM. It is acceptable for the subordinate command or installation to address HQDA (DAMO-ODO), WASH DC 20310-0400 as an information addressee on their request to the MACOM in order to expedite the request and eliminate redundancy. If this is done, the MACOM, when requesting formal movement authority, should reference the subordinate unit's request and highlight changes or modifications or simply state concurrence.

M-2. Format for a request for unit move approval

The format for a request for unit move approval is shown at figure M-1.

FROM: Requesting Headquarters
TO: (HQDA WASH DC//DAMO-ODO//OR MACOM)
INFO: HQDA WASH DC//DAMO-ODO (IF NOT AN ACTION ADDRESSEE)
MACOM (RECEIVING THE UNIT)
CDR MTMC FALLS CHURCH VA (and MTMC Area Command)
CDR MILPERCEN DA ALEX VA (PCS UNIT MOVE ONLY) (OTHERS AS REQUIRED)

CLASSIFICATION

SUBJECT: REQUEST FOR UNIT MOVE APPROVAL
REF: AS REQUIRED.

1. () REQUEST A MOVEMENT DIRECTIVE FOR THE PCS/TCS OF THE FOLLOWING UNIT (UNITS).
2. () UNIT:
A. () FROM _____ TO _____
B. () UIC:
C. () MTOE:
D. () STRENGTH:
(1) () AUTH: OFF/WO/ENL/AGGR
(2) () MOVEMENT: OFF/WO/ENL/AGGR
*(3) () MINIMUM ACCEPTABLE STR: OFF/WO/ENL/AGGR
(A) () ADVANCE PARTY: OFF/WO/ENL/AGGR
(B) () MAIN BODY: OFF/WO/ENL/AGGR
(C) () REAR DETACHMENT: OFF/WO/ENL/AGGR
E. () TRANSPORTATION REQUIRED: (1) () PERSONNEL:
(2) () EQUIPMENT:
F. () DESIRED SHIPMENT DATES:
(1) () PSRD: ADVANCE PARTY/MAIN BODY/REAR DETACHMENT
(2) () ESRD:
(3) () ASRD (IF APPLICABLE):
G. () LATEST CLOSURE DATE:
*H () DEPENDENT INFORMATION:
*(1) () NO OF FAMILIES: OFF/WO/ENL/AGGR
*(2) () TRANSPORTATION ARRANGEMENTS (I.E., WILL DEPLOY LATER AS APPROVED BY GAINING MACOM: INDEPENDENT PORT CALLS, ETC.).
*(3) () REPORT VOLUME MOVEMENTS OF HOUSEHOLD GOODS/UNACCOMPANIED BAGGAGE IN ACCORDANCE WITH PARAGRAPH 6013, DOD 4500.34R.
3. () OTHER INFORMATION (AS APPLICABLE: I.E., PERSONNEL, LOGISTICAL, FACILITATE PROBLEMS).
4. () POINT OF CONTACT (NAME, AUTOVON).

*APPLIES TO PCS UNIT MOVES.

Figure M-1. Format for a request for unit move approval

Appendix N

International Transportation Planning for Deployment

N-1. General

This appendix prescribes guidance and procedures for submission of requests and for actual movement of passengers, POVs, and household goods from home station or designated port of embarkation (APOE) to port of debarkation (APOD). It applies to all deploying/rotating COHORT units, their family members, personal property, and privately-owned vehicles scheduled for movement to OCONUS or CONUS locations.

N-2. Guidance and procedures for passenger movements

a. Unit commanders of deploying/rotating COHORT units will provide planning data to the CPCO/ITO at least 120 days prior to scheduled deployment. This will include the following:

(1) Dates of deployment for both advance party, main body, and rear party, with approximate number of passengers in each group.

(2) Number of pieces of baggage (if required).

(3) Destination.

b. ITO/CPCO will submit port call request to MTMC-PTO at least 90 days prior to scheduled deployment with the following information:

(1) Number of soldiers and family members (identify sponsors) to be airlifted.

(2) Deployment date(s).

(3) Origin and destination.

(4) Number of pieces and weight of baggage.

(5) Number of pounds of personal property to be shipped per family and total per unit to be shipped, to include unaccompanied baggage and household goods.

(6) Number of POVs to be shipped and desired ship dates, to include origin and destination. Specify if group shipment or other special arrangements are desired.

(7) Number of pets to be shipped with each group of soldiers and family members to be airlifted.

c. MTMC will designate APOE/APOD in coordination with losing and gaining command.

d. MTMC will process the movement requirement as follows:

(1) Negotiate for group booking or validate SAAM with MAC.

(2) Provide ITO/CPCO and HQDA, DCSLOG confirmed port call in writing. This information will consist of complete information on port call. (See fig N-1 for format.)

N-3. Guidance and procedures for personal property

The originating home station ITO will comply with the appropriate subparagraph of DOD 4500.34R, paragraph 3006, that applies to counseling the member, and paragraph 6013 that provides data necessary for the submission of volume movement of household goods/unaccompanied baggage. Further guidance on submission of volume movements of household/accompanied baggage is contained in the International Through Government Bill of Lading (ITGBL) procedures. Time frame for submission of rate solicitation requests is contained in paragraph 6013 of the PPTMR.

N-4. Guidance and procedures for shipment of privately-owned vehicles (AR 55-71, para 12-38)

a. The ITO should obtain information from the unit project officer concerning the number of POVs to be shipped and provide this information to the commanders of the military ocean terminals concerned, with information copy to the appropriate MTMC area command. This information should be provided not later than 4 weeks prior to the port call date.

b. Close coordination between the unit project officer and the ITO is necessary to ensure members are fully advised as to the procedures for turn-in of POVs.

c. Members should be advised that inspection standards for POVs entering Germany are very strict. POVs to be shipped should conform to standards prior to shipment. Information may be obtained from local ITO, HQ Military Traffic Management Command, ATTN: MT-PP, Falls Church VA 22041-5050, or the project officer for the gaining command. Members should also be advised to prepare for significant increases in the cost of automobile insurance in oversea areas.

N-5. Guidance on shipment of pets—applicable to MAC-chartered Special Assignment Airlift Missions

a. Requests for exception to DOD airlift policy to allow shipment of pets on SAAM flights will be approved by the Office of the Assistant Secretary of Defense.

b. Commanders desiring to ship pets on the same SAAM flight designated to move soldiers and families in rotating COHORT battalions will—

(1) Submit a request through ITO to HQDA ATTN: DALO-TSP, WASH DC 20310-0563. Request will include the following information:

- (a) Actual APOE from which pets will be shipped with families.
- (b) Number of pets, by species, that unit desires to ship (only dogs and cats will be considered).
- (c) Actual weight (less cage), length (tail to nose), width across chest, and height (shoulder to floor).
- (d) Weight and dimensions of cage, which must be an International Air Travel Authority (IATA) approved container.

(2) The following additional information is provided for planning considerations.

(a) Shipment of pets is at owner's expense. The owners will be charged the excess baggage rate assessed by MAC. Fees are payable in advance.

(b) Shipment of pets will be considered only in instances where the baggage weight does not exceed the lift capability of the aircraft (and only locations allowing pets).

(c) The owner must provide an IATA approved container for pet shipment.

(d) The owner is responsible for complying with all requirements pertaining to documentation, immunization, and border clearance.

(e) The owner is responsible for meeting host country quarantine requirements and should be prepared to defray any associated costs.

(f) The Department of Defense (DOD) and the carriers providing the airlift services are not liable for illness, injury, or death of the pets shipped under this policy exception.

(3) HQDA (DALO-TSP) will forward requests for DOD approval and will provide response to MTMC and ITO.

(4) MTMC will provide MAC information regarding the number, type, size, and weight of pets, and will obtain from MAC the charges to be assessed each owner.

(5) Support ITO will—

(a) Upon receipt of SAAM validation from MTMC, counsel pet owners on all information pertaining to shipment and care of the animals.

(b) When notified by HQDA (DALO-TSP) request for exception has been approved, coordinate with MTMC to make final shipping arrangements and to ascertain shipping charges.

(c) For movements departing from APOEs not serviced by MAC, instruct owner to pay charges to local finance and accounts officer in accord with regulatory cash collection procedures, and present to the carrier, at check-in time, the validated DD Form 1131 (Cash Collection Voucher) as proof of payment. The ITO, in coordination with finance and accounts officer, will ensure that charges collected are forwarded to HQ MAC, ATTN: ACI, Scott AFB IL.

(d) For movements departing from airfields serviced by MAC, instruct owner to pay charges directly to MAC at check-in time in accord with cash collection procedures.

c. Shipment of pets on category B aircraft may be authorized, depending on results of a 6-month test being run by MAC beginning April 1986. Additional guidance will be provided as it becomes available.

FROM: CDR MTMC FALLS CHURCH VA//MT-PTO-T//
 TO: MAJOR CONUS UNIT OR INSTALLATION (ORIGIN)
 MAJOR OCONUS UNIT OR INSTALLATION (DESTINATION)
 CDR APPROPRIATE MILITARY AIR TRAFFIC COORDINATING UNIT
 CDR OCONUS INSTALLATION TRANSPORTATION OFFICER//ITO//
 INFO: CDR 4TH TRANS COM OBERURSEL GERMANY//AEUOR-MOV//
 CDR MILPERCEN ALEX VA//DAPC-EPS-T//
 DA WASH DC//DALO-TSP-PX/DAMO-ODO/DAPE-ZXB//
 HQ USAREUR HEIDELBERG GERMANY//AEAGC-O-CO/AEAGD-TM//
 CDR USA EIGHT SEOUL KOREA//EACJ-TD//
 CDR MTMCWA OAKLAND CA//MTW-AT//
 CHIEF MTMC FIELD OFFICE EUROPE VAIHINGEN GERMANY//ECJ4/7-MTMC//
 OCI USA APLO RHEIN-MAIN AB GERMANY
 CDR FORSCOM FT MCPHERSON GA//AFLG-TRT/AFR-PO//
 CHIEF MTMC FIELD OFFICE PACIFIC CAMP H M SMITH HI-MTMC
 CDR 25TH TRANS CEN SEOUL KOREA//EATC-25-MP//
 CDR 435 APS MAC RHEIN-MAIN AB GERMANY//TROP//

UNCLAS

SUBJECT: PORT CALL _____ PAX _____ COHORT UNIT.

A. UNIT MV _____

B. PONECON _____

THIS MSG IN _____ PARTS. ALL TIMES LOCAL.

PART ONE FOR ALL.

1. ITINERARY FOLLOWS:

(PAX)	DATE/TIME	CARRIER	CLASS/RATE
DEP	_____	_____	_____
ARR	_____	_____	_____
DEP	_____	_____	_____
ARR	_____	_____	_____
DEP	_____	_____	_____
ARR	_____	_____	_____
DEP	_____	_____	_____
ARR	_____	_____	_____

PART TWO FOR _____

2. ISSUE GTR'S, MTA'S & MEAL TICKETS, DOMESTIC FLTS ARE TAX EXEMPT PROVIDED PROOF GIVEN ON GTR OF INTL CONEC BEING WITHIN 12 HRS.

TYPE TARIFF _____

3. BAGGAGE LIMITED TO 2 PIECES PER PAX EA PIECE NOT TO EXCEED 70 LBS OR 62 LINEAR INCHES (SUM OF W PLUS L PLUS H) PLUS ONE CARRY ON PIECE NOT TO EXCEED 45 LINEAR INCHES.

4. INSTRUCT GROUP LEADER AS FOLLOWS:

A. CONTACT HQ MTMC IF YOUR TRAVEL IS DELAYED & ONWARD CONEC CANNOT BE MET. DUTY HRS ARE 0800-1630, M-F, ATVN 289-2442, COML 202-756-2442. AFTER DUTY HRS ATVN 289-1926, COML 202-756-1926.

B. YOUR CONTACT AT _____ IS THE MATCU, LOCAL TEL _____

C. FURNISH HQ MTMC A COPY OF DD FORM 1341 (REPT OF COML PAX SVC) UPON COMPL OF MOVE.

PART THREE FOR CDR MATCU _____

5. MONITOR MOVE AND ASSIST AS NECESSARY.

Figure N-1. Format for port call message

TOTAL

Figure N-1. Format for port call message—Continued

Glossary

Section I Abbreviations

AAFES

Army and Air Force Exchange Service

ACS

Army Community Service

ACT

Automated Control of Trainees System

AEA

assignment eligibility and availability

AER

Army Emergency Relief

AGGR

aggregate

AIT

advanced individual training

ALO

authorized level of organization

AMC

U.S. Army Materiel Command

AMEDD

Army Medical Department

APOD

aerial port of debarkation

APOE

aerial port of embarkation

AR

Armor

ARI

U.S. Army Research Institute

ARPRINT

Army Program for Individual Training

ARSTAF

Army Staff

ARTEP

Army Training and Evaluation Program

ASI

additional skill identifier

ASRD

aircraft shipment readiness date

BASOPS

Base Operating Information System

BDM Corporation

Braddock, Dunn and McDonald Corporation

Bn

battalion

BT

basic training

CAP

command activities program

CAS3

combined arms staff service school

CAV

Cavalry

CGSC

Command and General Staff College

CHAMPUS

Civilian Health and Medical Program of the Uniformed Services

CICF

customer information and control file

CLL

Chief of Legislative Liaison

CMF

career management field

COA

Comptroller of the Army

COE

Chief of Engineers

COHORT

Cohesion, Operational Readiness Training

COHORT RPT

COHORT Report

CONUS

continental United States

CPA

Chief of Public Affairs

CPCO

Central Port Call Office

CPO

civilian personnel office

CVI

competitive voluntary indefinite

CS

combat support

CSS

combat service support

DCSLOG

Deputy Chief of Staff for Logistics

DCSOPS

Deputy Chief of Staff for Operations and Plans

DCSPER

Deputy Chief of Staff for Personnel

DEROS

date eligible for return from overseas

DMPM

Directorate, Military Personnel Management

DOD

Department of Defense

DODAAC

DOD activity address code

DODAAF

DOD activity address file

DODDS

Department of Defense dependent schools

DPPS

Director of Personnel Plans and Systems

DSU

direct support unit

DTAV

date of availability

EFMP

Exceptional Family Member Program

ETS

expiration term of service

EUSA

Eighth U.S. Army

FA

Field Artillery

FAA

Federal Aviation Administration

FOA

field operating agency

FSSO

Family Services Support Officer

FORSCOM

U.S. Army Forces Command

GYROSCOPE

code name for division level unit replacement system

HAAP

Homebase/Advanced Assignment Program

HHG

household goods

HQDA

Headquarters, Department of the Army

ICUT

initial COHORT unit training

ID(L)

light infantry division

IET

initial entry training

ITO

installation transportation officer

MAC

Military Airlift Command

MACOM

major Army command

MARS

Military Affiliate Radio System

MEPCOM

U.S. Army Military Enlistment Processing Command

MI

military intelligence

MILPERCEN

U.S. Army Military Personnel Center

MILPO

military personnel office

MOS

military occupations specialty

MSC

Medical Service Corps

MSPER

available MOS trained percentage

MTF

medical treatment facility

MTOE

modified table of organization and equipment

NCO

noncommissioned officer

NCOES

noncommissioned Officer Education Program

NET

new equipment training

NGB

National Guard Bureau

NICP

national inventory control point

NMS

New Manning System

NMSD

New Manning System Division

OAC

officer advanced course

OBC

officer basic course

OBV

obligated volunteer

OCONUS

outside continental United States

OCS

Officer Candidate School

ODCSOPS

Office of the Deputy Chief of Staff for Operations and Plans

ODCSPER

Office of the Chief of Staff for Personnel

ODP

officer distribution plan

OSUT

one station unit training

OTRA

other than Regular Army

OVUREP

overseas unit replacement system

PA

physician's assistant

PAP

personnel assistance point

PCMF

primary career management field

PCS

permanent change of station

PMD

personnel movement directive

PMOS

primary military occupational specialty

POD

port of debarkation

POE

port of embarkation

POM

preparation for oversea movement (units)

POR

preparation of replacements for oversea movement

POV

privately owned vehicle

PPTMR

personal property traffic management regulations

PRC

pass reservation center

PSPER

available strength percentage

PSRD

personnel shipment ready date

REQUEST

Recruit Quota Enlistment System

RSD

reception station date

SD

special duty

SGPER

available senior grade percentage

SIDPERS

Standard Installation/Division Personnel System

SL

skill level

SMRD

Structure Manning Decision Review

SOFA

Status of Forces Agreement

SOP

standard operating procedure

SQI

special qualifications identifiers

SQT

skill qualification test

SSC

senior service college

TCATA

TRADOC Combined Arms Test Activity

TCS

temporary change of station

TDY

temporary duty

TIG

time in grade

TIS

time in service

TJAG

The Judge Advocate General

TRADOC

U.S. Army Training and Doctrine Command

UB

unaccompanied baggage

UIC

unit identification code

UMR

unit manning report

UOC

unit of choice

USACFSC

U.S. Army Community and Family Support Center

USAREC

U.S. Army Recruiting Command

USAREUR

U.S. Army, Europe

USMA

United States Military Academy

USMAPS

United States Military Academy Preparatory School

USR

unit status report

WO

warrant officer

VEL

variable enlistment legislation

VI

voluntary indefinite

WRAIR

Walter Reed Army Institute of Research

Section II**Terms****COHORT cadre**

All personnel in a unit less the combat MOS first term soldiers. This includes all noncommissioned and commissioned officers of a unit and the support MOS personnel of all grades.

Cadre training program

Program of instruction designed to train COHORT cadre prior to arrival of first term soldiers from OSUT. Training may include refresher training, PT, and the COHORT training plan.

Careerist

An officer or enlisted soldier who is serving a second or subsequent period of active Federal service.

Central port call office

The office at the Army installation responsible for providing transportation support to the Army member and his or her dependents in preparation for movement overseas.

Cohesion (military)

The bonding together of soldiers with their leaders in such a way as to build and sustain their will and commitment to each other.

COHORT

Acronym for Cohesion, Operational Readiness Training. A personnel system of recruiting, forming, training, and deploying cohesive units. Can be applied to company or battalion size units. One of the two subsystems of the New Manning System.

COHORT loading profile

The template which list the number of soldiers, by MOS and rank, necessary to form or reload a COHORT unit, specified as either first/initial term soldiers or careerists. The profile is based upon, but is not identical to, the unit's MTOE. Assignment considerations for careerists soldiers are provided, which take into account the soldier's grade and time in service and the unit's duty position requirements.

COHORT package

A group of first term soldiers trained together in IET and assigned to a COHORT unit.

COHORT strength profile

Number of personnel by grade and MOS in the COHORT unit required to form, maintain, and, as appropriate, deploy the unit.

COHORT unit

A unit (company or battalion) composed of first term soldiers and careerists who will be stabilized for a fixed life cycle. The first term soldiers have been enlisted for the purpose of filling all of the skill level one and some percentage of the skill level two authorizations for a particular unit. The unit trains together and, in some cases, will deploy to an OCONUS or CONUS location at a fixed time in the unit life cycle.

COHORT unit strength floor

The minimum number of soldiers, by grade, and MOS, remaining in a COHORT unit before individual replacements must be infused into the unit.

COHORT unit life cycle

The duration of time a COHORT unit exists for stabilization and retention of its personnel; may include a CONUS and OCONUS phase.

Commander's assignment window

Fixed period of time during which stabilized career soldiers may join or leave COHORT units.

Deploying COHORT unit

A COHORT unit whose personnel, upon completing a specified period of time in a CONUS/OCONUS installation, will deploy overseas/CONUS to continue and complete the COHORT unit life cycle.

Fill

As a verb, to man or meet a personnel requirement. As a noun, manning.

First term reload

A refill of first term soldiers in a COHORT unit normally occurs in a 36/36 month unit rotation model at the 18-month point, CONUS and OCONUS, to coincide with 3-year first term soldier ETS.

First term soldier—NCO substitution

The process of substituting lower grade soldiers in certain NCO positions in a COHORT unit to allow for promotion opportunity and growth in the unit over the life cycle.

Fix-as-you-go evaluation

The formal process of evaluation designed to identify and implement systemic changes necessary to implement and sustain the New Manning System.

Floor

A minimum acceptable level of manning.

Homebasing

Returning a soldier, after his or her completion of an oversea tour, to an assignment designated prior to deployment overseas.

Individual replacement system

The Personnel Management System currently used to fill Army-wide requirements, defined at the grade and MOS level of detail, by individually selecting soldiers from the Army at large.

Initial entry training

Time that a first term soldier spends in entry level training in the TRADOC training base which produces his or her first MOS. For combat arms soldiers, this training time is usually spent in OSUT. For CS/CSS soldiers, this training time is usually divided between BT and AIT.

Initial COHORT unit training

An informal nondoctrinally approved, term used to refer to the individual and collective training conducted upon COHORT unit formation in FORSCOM which is required to bring the unit to ARTEP Level 1 proficiency.

Installation transportation officer

The designated transportation officer located at a military installation.

Lock-in

The period of time prior to deployment during which every assigned soldier is qualified to move with the unit (all nondeployables have been reassigned). Unit members will be reassigned during lock-in only for exceptional reasons. If nonprogrammed losses occur during the lock-in period causing the unit to fall below the established unit fill level, action will be taken to replace the shortages. MILPERCEN will provide a topline package sufficient in size to raise the manning levels to the minimum floors established at appendix D.

New Manning System

Personnel Management System designed to increase combat effectiveness in the Army by stabilizing individuals in a unit thus enhancing cohesion in combat arms units (either company, battery, or battalion) and developing a greater sense of esprit among all soldiers. Coupled with the stabilization of the units is the movement of these units overseas within designated regimental pairings. The NMS is composed of two subsystems: COHORT Unit System and the U.S. Army Regimental System.

Nondeploying COHORT unit

A COHORT unit that will complete its entire unit life cycle at one location, CONUS or OCONUS.

No-show

A soldier whose name is placed against a validated requisition and who fails to report to an installation or command by the expected report date.

One station unit training

Initial entry training in which elements of BT and AIT are provided in the same unit, under one cadre for the total period of training. In OSUT, elements of BT and AIT are either integrated (provided simultaneously) or are nonintegrated (provided in distinct BT/AIT phases).

Package

A group of basic trainees who train together for the duration of OSUT. They are subsequently delivered to a CONUS installation or OCONUS MACOM for further assignment in accord with the gaining commander's guidance.

Platoon package training

Grouping basic trainees into platoon packages for the duration of OSUT. Platoons are subsequently delivered to CONUS installation or OCONUS MACOM for further assignment in accord with gaining commander's guidance.

Port call request

A request for an airlift reservation submitted to a MAC Passenger Reservation Center.

Predeployment training

Unit training to familiarize deploying COHORT personnel with the OCONUS (or CONUS) mission, war plan, territory, and other special training/deployment requirements.

Primary career management field

The predominate CMF authorized in the COHORT unit (i.e., CMF 11—Infantry, CMF 13—Artiller, CMF 19—Armor).

Required shipment date

The date that a unit is required to deploy to a designated location.

Rotating COHORT unit

A COHORT unit which, upon completion of a specified period of time at a CONUS or OCONUS location, exchanges places with another like unit to continue its life cycle at the new location, CONUS or OCONUS without ever disestablishing.

Seat

A portion of the training base capacity allocated for military training of an individual soldier.

Special Assignment Airlift Mission

Identification of airlift validated to the Military Airlift Command for exclusive use by a COHORT unit/family member.

Stabilization

Keeping soldiers and their leaders together in units longer. The stability of a soldier is measured by tenure in the unit rather than tour length at a location.

Steady state

A term used to describe a point in time when the New Manning System is fully implemented and all possible battalions are on a COHORT rotation/replacement schedule.

Topoff package

A package of soldiers delivered to a rotating/deploying COHORT unit immediately upon completion of rotation/deployment. This package is designed to make up the difference between the unit's deployment posture and the manning requirements (size and composition) of the gaining command.

Turbulence.

The movement of soldiers into or out of a unit.

Unit compatibility

The degree of standardization between CONUS and OCONUS units allowing maximum application of COHORT concepts.

Unit (group) move

Identification of the movement of passengers as a group between CONUS and OCONUS through the transportation system moving under a DA movement directive or other competent authority.

Unit replacement

The movement of a COHORT unit from a CONUS location to OCONUS and its disestablishment at the end of its life cycle and replacement with a newly deployed, like-type unit.

Unit replacement model

A unit life cycle model used in the COHORT system which depicts a one-way movement of a unit from a CONUS location to replace a unit in an OCONUS location. At the end of the CONUS phase the unit disestablishes and its personnel are reassigned via the individual replacement system. The disestablished unit is replaced by a unit arriving from CONUS which has just completed the CONUS phase of its life cycle. The unit replacement model is based on a 3-year life cycle which is split between two phases, a CONUS phase and an OCONUS phase, as follows:

- a. 18/18: For long tour areas (Germany, Italy, Alaska, Hawaii, and so forth). Eighteen months are spent in CONUS and 18 months are spent OCONUS.
- b. 24/12: For short tour areas (Korea) 24 months are spent in CONUS and 12 months are spent OCONUS.
- c. 36: For nonrotating/nondeploying COHORT unit which spend 36 months at one location, either CONUS or OCONUS.

Unit rotation model

A unit life cycle model used in the COHORT system which depicts the two-way movement of units. The units exchange places between CONUS and OCONUS, replacing each other "on the ground." The unit rotation model is based on a 6-year life cycle which, for long tour areas, is split between a CONUS phase (36 months) and an OCONUS phase (36 months). At the end of each phase the units rotate back to their original locations and the process repeats itself.

Variable enlistment legislation

Permits the enlistment/reenlistment of soldiers in the Regular Army for periods of at least 2, but not more than 6 years. This allows the Army to enlist soldiers into COHORT units for whole year increments plus initial entry training time. This gives a 3-year enlistee a full 3 years in the unit and greatly facilitates management of the Army-wide COHORT unit schedule. VEL is now in effect and being applied to CMF 11, 13, and 19 soldiers, as well as to soldiers in CS/CSS MOS, where possible, enlisted for COHORT units.

Section III

Special Abbreviations and Terms

There are no special terms.

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